



**CORPORATE CULTURE AND TOTAL
ORGANISATIONAL PERFORMANCE OF
INFORMATION TECHNOLOGY
COMPANIES IN INDIA**

ABSTRACT

THESIS

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BY

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ABSTRACT

1. Background of the Study

Many years ago, India missed the industrial revolution due to factors beyond its control during that period. Years later, a new revolution - the information technology revolution knocked its door. This time India didn't miss it. Thirty years down the line, late starter though India was, it has occupied a niche space in the world IT arena. Indian expertise and talent drives key sectors of the computers and communication business worldwide. Information technology was the first thing which made India realize its inherent capability and latent potential in knowledge and service sector. IT brought to the nation a newly acquired self-confidence and a new respect, recognition and admiration throughout the world.

India's IT prowess has turned India into a global IT brand and IT software and services hub of the world. India and the global Indians have become the intellectual capital of the world. India is on the threshold of becoming an IT superpower nation. Hundreds of IT software and services companies have emerged during the last two decades in India's sunrise industry sector – the information technology (IT), and attained global stature. Some of the leading ones are Infosys, Wipro, Tata Consultancy Services, Satyam Computer, HCL Technologies and NIIT among others. These companies have developed their respective distinct corporate cultures. They have been operating globally and performing well and also making impact on the world IT scenario.

But as of date, no authentic research work have been carried out by any researcher in India to understand their respective corporate cultures, evaluating their organizational performance, and establishing correlation between their

corporate cultures and organizational performance. It was a long felt need and that's why this topic was undertaken for an in depth study and research about the problem to fill up the research void.

Also, developing and testing of a new management concept of 'Total Organisational Performance' – the T.O.P. concept, which takes into account 'organizational performance in totality' has been core to this study. It goes much beyond the traditional meaning and scope of 'organisational performance' which merely reflects financial performance of an organisation. The T.O.P. concept is a comprehensive one and accounts for the total performance of an organisation - by including distinct and well defined various segmental performances of a business organisation, such as, corporate's intangibles like image, personality, leadership and brand value; quality of management, systems, and processes; physical manifestations and quality of work life; products, services, quality, technology and pool of talents; economic, financial and value creation; social and environmental responsiveness; and companies' concerns in a balanced way for all the stakeholders by upholding the concept of 'partners in progress' etc. related corporate performance in an all inclusive and comprehensive way. Thus, resulting into the 'total organisational performance'– (T.O.P.).

The understanding and meanings of 'corporate culture', 'corporate culture of IT and knowledge based industries', 'organizational performance' and information about some other related topics were developed, gathered and recorded while reviewing a large number of literature and journals available on these topics. In addition, the relevant information about corporate cultures and organizational performance of six selected Indian IT companies were also gathered while reviewing various reports and articles published in reputed business and IT magazines from time to time.

Corporate culture defines appropriate behaviour, bonds and motivates individuals and asserts solutions where there is ambiguity. The culture of an organization also reflects assumptions about clients, employees, mission,

products, activities and assumptions that have worked well in the past and got translated into norms of behaviour, expectations about what is legitimate, desirable ways of thinking and acting. An in-depth study of 'corporate culture' enables us to understand that the specific 'corporate culture' of an organisation manifests strong correlations with the 'performance of the organisation'. And, strong culture companies with right leadership and positive work environment yield higher corporate performance and achieve agility and competitiveness, where as companies lacking in it end up showing poor performance and even tend toward extinction.

The research methodology used in the research work is based on a well thought and scientifically designed 'Research Model', and subsequent designing of suitable instruments for data collection. And, having administered and executed them furthering the research work, a planned and organized 'research study' was carried out which included an in depth study of 'corporate cultures' and 'total organisational performance' of six selected leading Indian IT (software and services) companies separately as also establishing correlations between these two major factors. These Indian IT companies are Infosys, Wipro, Tata Consultancy Services, Satyam Computer, HCL Technologies and NIIT.

In this way, the whole study was carried out in a well planned manner and presented systematically in the 'research report' which is divided into nine chapters as given below :

- Chapter-I : Indian IT Industry - A Genesis (Pages 1 –40)
- Chapter-II : Literature Survey - A Conceptual Approach (Pages 41 – 128)
- Chapter-III : Review of Literature and Reports on the IT Companies (Pages 129 - 178)
- Chapter-IV : Organizational Performance in Totality (Pages 179 - 186)

- Chapter-V : 'Research Methodology' and 'Methods' used in conducting the present study (Pages 187 - 228)
- Chapter-VI : Tabulation, Analysis and Interpretation of Data (Pages 229 - 339)
- Chapter-VII : Relationship Between Corporate Culture and Total Organizational Performance in Indian IT Companies / Industry (Pages 340 - 356)
- Chapter-VIII : Testing of the Hypotheses (Pages 357 - 366)
- Chapter-IX : Research Findings, Conclusions and Recommendations (Pages 367 - 390)
- And, in the last : Appendices, Tables and Bibliography

2. Statement of the Problem

The identification of the problem leads to the statement of the problem at the end as cited below step by step :

- 1). Although a late starter, India has successfully completed thirty years into the computer and information technology revolution with formidable achievements to its credit. It has created a niche space for itself in the world IT business.
- 2). India has become a global IT brand and choicest destination for all IT software and services requirements of the world. Indian expertise and talent drives key sectors of the computers and communication business worldwide. India is on the threshold of becoming world's number one IT player.

- 3). Consequently, a large number of Indian IT companies have emerged on the scene during the last two to three decades. And, the leading Indian IT companies, such as, Infosys Technologies, Wipro Technologies, Tata Consultancy Services, Satyam Computer Services, HCL Technologies and NIIT among others, have become world class companies and major global players on the world IT horizon. They now have profound influence on corporate sector, stock trading, export earnings, job markets, India as a global IT brand and Indian economy as a whole.
- 4). These high performing mega Indian IT companies have developed distinct cultures of their own. Their founders and visionary leaders like legendary J. R. D. Tata, F.C. Kohli, N. R. Narayana Murthy, Azim Premji, S. Ramadorai, Nandan Nilekani, Vivek Paul, B. Ramalinga Raju, Shiv Nadar, Rajendra S. Pawar, and many other business leaders in IT sector have exerted profound influence on IT culture in India and taken lead in shaping the culture of their respective companies. Each of these companies possesses their own distinct culture. They also have different levels of organizational performance and excellence achieved in different areas which are again influenced by the respective company's culture.
- 5). In India, there is no trace of any effort so far by any researcher about study of their corporate cultures, their total organizational performance, and establishing correlation or relevance between their corporate cultures and organizational performance. **A research void exists in this space.**
- 6). A study like this will not only provide important information and inputs to these companies to fine tune and make required changes in their cultures for better organizational performance, but it will also guide the India's sunrise industry – the IT industry as a whole. It has

been a long felt requirement which should have been carried out by now. **This is the sole problem which leads to the present study. It is a step toward fulfilling this long felt need and an endeavour to fill up the research void.**

3. Objectives of the Study

The objectives of the present study are multi pronged :

- 1). To carry out an authentic study of corporate culture and total organizational performance of India's sunrise industry – the IT industry in general and that of six selected leading Indian IT companies in particular.
- 2). To establish correlation between corporate culture and total organizational performance of the six selected IT companies.
- 3). To identify the important parameters of corporate cultures of the selected IT companies as also the strong cultures and the weak ones, and to incorporate timely changes in their corporate cultures in order to get consistently good total organizational performance.
- 4). To arrive at important cultural parameters of IT companies in general and to provide inputs to hundreds of other IT companies in India to shape their cultures in order to get consistently good organizational performance.
- 5). To develop and establish the new concept of 'total organizational performance' in the realms of management and corporates.
- 6). And, having identified the important cultural elements and parameters required for consistently good total organizational performance of Indian IT companies in course of this study, all these

results can be equally applicable to other corporates and industrial sectors in India.

- 7). And finally, the findings of this research study can be proved useful for all types of industries – to shape their corporate cultures for better organizational performance as also the new concept of ‘total organisational performance’ could be adopted by various companies and industries in India or elsewhere.

4. Scope of the Study

The scope and coverage of the study is based on several logical considerations as given below :

- 1). The ‘title’ of the thesis provided the scope and coverage of the study as - study of ‘**corporate cultures**’ and ‘**total organizational performance**’ of ‘**Indian IT companies**’.
- 2). The present study covers – detailed study of ‘corporate cultures’, ‘total organizational performance’ and ‘correlations between these two major factors’ of six leading Indian IT companies, such as, **Infosys, Wipro, Tata Consultancy Services (TCS), Satyam Computer, HCL Technologies and NIIT** which were selected for this study on logical bases and pre-set criteria.
- 3). On detailed analysis of Indian corporate sectors, it was found that information technology (IT) software and services sector remained the only sunrise industry in India during the inception and completion period of this study. Hence, IT (software and services) sector attracted the focus of the present study.
- 4). The criteria for selection of IT companies was strictly based on corporate and financial performance of leading Indian IT software

and services companies around the year 2000 when the topic of the thesis was finalised.

- 5). Finally, on the basis of evaluation of Indian IT companies which were strictly based on comprehensive financial performance, six leading Indian IT companies were finally selected for the present research study. These IT companies are – **Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT.**

5. Hypotheses

The 'Hypotheses' consist of a series of *ten enunciations* – to be tested and verified in course of the present on ground study. These '*research enunciations*' are :

- 1). **A 'corporate' or a 'business organisation' possesses a definite culture, a strong or a weak culture, based on its various cultural elements and factors, and is manifested in the form of a comprehensive and all inclusive 'corporate umbrella culture'. (C.U.C : independent variable.).**
- 2). **A corporate culture results into an 'intangible performance' comprising of corporate vision, leadership, image, personality and brand value. (Corporate intangibles : dependent variables.).**
- 3). **A corporate culture has definite bearings on the quality of management, its structures, systems, processes, professionalism, ethical and moral values, and quality of work life. (Management, structures, systems and processes related performance : dependent variables.).**
- 4). **A corporate culture exerts influence on its products, services, quality, technology, innovation and knowledge capital creation.**

(Products, services, knowledge capital and quality related performance : dependent variables.).

- 5). A corporate culture has great bearings on company's financial and growth performance, profitability, value creation and its ability to take on crisis situations affecting the corporate performance. (Financial, growth, profitability, value creation and ability of tackling unforeseen situations related performance : dependent variables.).**
- 6). A corporate culture exhibits definite attitudes and contributions towards community, society, environment and ecology. (Social and environmental performance : dependent variables.).**
- 7). A corporate culture makes impact on its concerns towards employees, customers, business associates, service providers and other stakeholders. (Stakeholders related performance : dependent variables.).**
- 8). A corporate culture, or a comprehensive and all inclusive 'corporate umbrella culture' – (C.U.C.), manifests itself into corporate's various 'segmental performances' – (C.S.P.), and the sum total of these performances becomes the 'total organizational performance' – (T.O.P.) of that business entity.**
- 9). A 'corporate culture' (C.U.C. : independent variable) has a high correlation with its 'total organizational performance'. (T.O.P. : dependent variable.).**
- 10). And, the correlation between 'corporate culture' and 'total organization performance' can be instantaneously represented as an index value with the help of C.U.C. and T.O.P. values on a 'RATIO TWINS'. [C.C.T.O.P. Index = $Z^{CUC} : Z^{TOP}$]**

6. Research Methodology

The main features and steps followed in respect of 'research methodology' are given as under :

A. The Methodology used for the on ground study :

- 1). The research methodology used in the research work is based on a well thought and scientifically designed 'Research Model'.
- 2). The 'research model' became the basis for subsequent designing of suitable instruments / questionnaires for data collection.
- 3). These instruments were administered in a planned and organized manner and 'research study' was carried out during the last four years.
- 4). The research work involved an in depth on ground study of 'corporate cultures' and 'total organizational performance' of six selected leading Indian IT (software and services) companies separately.
- 5). The 'research model' facilitated in depth ground study of each IT business organisation about their specific cultures, their internal systems, business environment, core-values, corporate philosophy and vision, their leadership, corporate image, personality and brand values; quality of management, structures, systems and processes, professionalism, ethical and moral values, and physical manifestations.
- 6). It also included study of employees' morale, motivation, commitment and loyalty, quality of work life; their products, services, quality, knowledge capital creation, innovation, level of technology; their economic and financial performance, growth, profitability, and inbuilt

systems for tackling on the unforeseen challenges affecting corporate performance. Besides, it included study about their concern for community, society, environment and ecology; customer care and satisfaction.

- 7). The research study also covered taking care of the interests of other stakeholders on part of the corporates, such as, looking after the interests of their business associates, strategic and alliance partners, suppliers, vendors, service providers and the likes on an equal footing and treating them as their partners in progress. Thus, the overall corporate performance, which included the performances in various facets of their respective organizations were determined.
- 8). The study finally resulted into a comprehensive and detailed study of their respective 'corporate culture' or 'corporate umbrella culture – (C.U.C.)' and 'corporate overall performance - (C.O.P.)' or, the 'total organizational performance - (T.O.P.)', and establishing various types of relationships between these two major dimensions of Indian IT companies (industry) in particular and corporates in general.

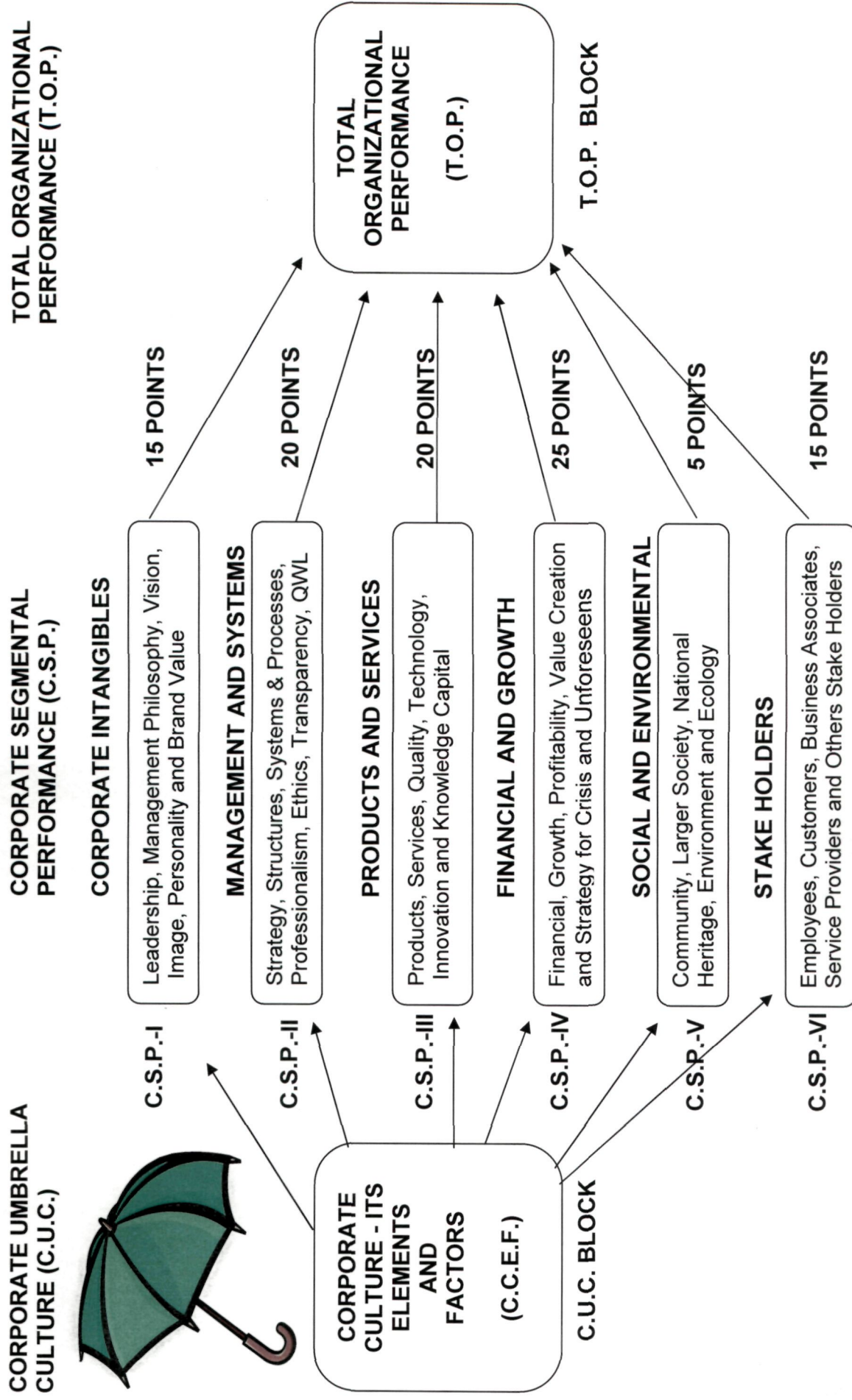
B. Research Design :

The 'research design' included various components and steps. The main ones are cited below :

B.1 The Research Model :

The '**Research Model**' specifically designed for the purpose of this study is self-explanatory. It is presented on a separate sheet on the next page (page no. 12).

RESEARCH - MODEL



A RESEARCH MODEL COMPRISING OF EIGHT BLOCKS

B.2 Research Model's Contents :

The research study is based on a scientifically designed 'research model' which contains 'eight different study blocks' - first block containing 'corporate umbrella culture' - (C.U.C.), next six blocks dedicated to 'corporate segmental performance' - (C.S.P.–I to VI) and the last block meant for 'total organizational performance' - (T.O.P.). It is presented as under :

The Contents of the Study Blocks of the Research Model :

| <u>Heading / Description</u> | | <u>Code / Legend</u> | <u>Max.Points/ Performance Indicators</u> |
|--|---|-----------------------------|--|
| <u>Corporate Culture :</u> | | | |
| C.U.C Block | 'Corporate Umbrella Culture' | C.U.C. | 100 |
| <u>Corporate Performance :</u> | | | |
| 'Corporate Segmental Performances' | | C.S.P.(s) | 100 |
| <u>Block-Wise Segmental Performance - (Break Up of Above) :</u> | | | |
| C.S.P. -I | Corporate Intangibles' Performance | C.I.P. | 15 |
| C.S.P. -II | Management and Systems Performance | M.S.P. | 20 |
| C.S.P. -III | Products, Services, Knowledge and Quality Performance (P.S.K.Q.K.) | P.S.Q. | 20 |
| C.S.P. -IV | Financial, Growth and Value Creation Performance | F.G.V.P. | 25 |
| C.S.P. -V | Social and Environmental Performance | S.E.P. | 5 |
| C.S.P. -VI | Employees, Customers and Other Stakeholders Performance | E.C.O.S.P. | 15 |

Corporate Overall Performance :

| | | | |
|-------------------------|---|---------------|------------|
| T.O.P. Block | Total Organizational Performance (T.O.P.) or, Corporate Overall Performance (C.O.P.) | T.O.P. | 100 |
|-------------------------|---|---------------|------------|

B.3 Research Model's Explanations :

In the research model - the C.U.C. block is the 'cause block' (corporate culture) representing independent variables; C.S.P. blocks I through VI are the 'effect blocks' (corporate segmental performance) representing dependent variables; and T.O.P. block is the 'resultant (result) block' (Total Organizational Performance), again representing dependent variables which is the sum total of the six corporate segmental performance blocks which are themselves dependent variables.

B.4 The 'C.C.T.O.P. INDEX' :

And, a set of '**TWINS**' (a set of two figures representing C.U.C. and T.O.P. values) was also 'hypothesized' and 'designed' for this 'research study', which instantaneously represents the correlation between 'corporate umbrella culture' and 'total organization performance' in the form of an index. It was later tested and verified. It is given as under :

$$\text{C.C.T.O.P. INDEX} = \text{C.U.C.} / \text{T.O.P} = Z^{\text{CUC}} : Z^{\text{TOP}} \text{ (A Ratio).}$$

B.5 Instruments / Questionnaires used :

A total of three sets of different instruments were developed, tested and used to collect the 'primary data' in course of the present research study. And, the researcher directly contacted a total of 425 'purposive samples' in the National Capital Region of Delhi (NCR) during different stages of

scales and instruments development, and primary data collection. The details are as under :

- 1). **'Main Questionnaire'** – in a set containing two parts, to collect primary data pertaining to 'corporate culture' and 'total organisational performance' of six selected Indian IT companies. Part-I of the 'main questionnaire' contained questionnaire on 'corporate culture' and that of 'Part-II' on 'total organisational performance'.

A total of 210 'purposive samples' were contacted by the researcher mainly in the National Capital Region (NCR) of Delhi viz. Metropolitan City of Delhi, Noida and Gurgaon. Printed 'questionnaire' were served to them to collect the primary data pertaining to 'corporate culture' and 'total organisational performance' of the six selected Indian IT companies. And prior to this, 70 numbers of 'purposive samples' were contacted by the researcher during the pre-testing stage of this instrument, and 75 more such 'purposive samples' were contacted for the final testing of the 'main questionnaire' in the same geographical region.

- 2). **'Weightage Questionnaire'**– again in a set containing two parts, to collect primary data to determine weightage of each question pertaining to 'corporate culture' and 'total organisational performance' questionnaire set of the 'main questionnaire'. Part-I of the 'weightage questionnaire' contained questionnaire to determine weightage in respect of each of the 'corporate culture' questions of the main questionnaire's part-I. Similarly, Part-II of this questionnaire was meant for determining weightage in respect of each of the 'total organisational performance' questions of the main questionnaire's part-II.

A total of 35 'purposive samples' were contacted for this purpose by the researcher in the National Capital Region (NCR) of Delhi which included Metropolitan City of Delhi, Noida and Gurgaon.

- 3). **'Company's Performance Level Classification Questionnaire'** - to classify the performance levels of the six selected Indian IT companies in different classes.

A total of 35 people were contacted for this purpose by the researcher in the National Capital Region of Delhi to collect the relevant data.

B.6 Scales and Instruments Development Process :

- 1). A plethora of literature was referred on 'Corporate Culture', and 'Organizational Performance', and a new concept of 'Total Organisational Performance' was also developed.
- 2). The basic instrument was constructed during an exploratory survey and a set of printed 'Questionnaire' was used to collect the required information.
- 3). A non-comparative **'11-Point Juster scale'** – ranging from non-existent (0), 1 (least) to 10 (most, 100%) was used.
- 4). Initially, 131 items or aspects related to 'corporate culture' were identified and grouped under twenty five dimensions or factors, and were prepared on the *'11-point non-comparative Juster Scale'*.
- 5). Similarly, for 'total organizational performance', a pool of 135 items or aspects related to the topic were taken at the initial stage and grouped under twenty six dimensions or factors, and were prepared on the *'11-point non-comparative Juster Scale'*.

B.7 Pre-Testing of the Main Instruments / Questionnaires :

- 1). The preliminary two sets of instruments so developed on an '11-point non-comparative Juster Scale', one for 'corporate culture' and the other for 'total organizational performance', were randomly rearranged to design the required 'questionnaire'.
- 2). In all, 70 'purposive samples' comprising of IT professionals, IT users, managers, corporate executives, consultants, academicians in management, IT and social science fields, business journalists and some knowledgeable general public were personally contacted by the researcher.
- 3). These 'purposive samples' were residing and working in the National Capital Region of Delhi i.e. Metropolitan City of Delhi, Gurgaon and Noida.
- 4). They were requested to mark their responses on the instruments and were personally interviewed and discussions were held to elicit their views and opinions about both the instruments.
- 5). Further, a careful examination of the responses, respondents' personal views and opinions about the instruments, and a due screening with the help of three referees was carried out.
- 6.). The number of dimensions in the first instrument related to 'corporate culture' got reduced to twenty from the initial twenty five, and the number of aspects or items came down to 116 from the initial 131 items.
- 7). Similarly, the number of aspects or dimensions in the second instrument which was related to 'total organizational performance' got reduced to twenty from the initial twenty six, and the number of aspects or items came down to 119 from the initial 135 items.

B.8 Final Testing of the Main Instruments / Questionnaires :

- 1). At this stage, after the screening and detailed investigation, the revised version of the instrument pertaining to 'corporate culture' had 20 factors or dimensions on it containing 116 items clubbed under them. These 20 factors were also reshuffled as a pack of cards to minimize the chances of respondent's bias as also to facilitate **split-half test of reliability**.
- 2). Similarly, the instrument, pertaining to 'total organizational performance' was left with 20 factors or dimensions on it containing 119 items clubbed under them. These 20 factors were also reshuffled to served the purpose as mentioned above.
- 3). Again, these two instruments were administered personally by the researcher on a similar set of 'purposive samples' numbering 75 in the National Capital Region (NCR) of Delhi which included Metropolitan City of Delhi, Noida and Gurgaon.
- 4). Further, these 75 sets of responses were collected and scrutinized and subjected to further testing.

B.9 Reliability and validity of the Main Instruments :

- 1). Based on the above fresh responses and results, '**Item Analysis Tests**' were carried out at **0.05 level** for both the instruments.
- 2). And, having passed the above tests, 116 items were finally selected for 'corporate culture' under 20 different factors or dimensions; and for 'total organizational performance' 119 items were finally selected under 20 different factors or dimensions.
- 3). Also, the response results obtained from the 75 respondents during the final testing of the two sets of instruments were also tested for

their reliability by using '**SPSS Statistical Package**' installed on a computer.

- 4). These were checked by conducting further **reliability analysis**, firstly, at the levels of entire 'corporate culture scale' and 'total organizational performance scale'; and secondly, at the levels of each dimension of both the scales with the help of this '**SPSS Statistical Package**' installed on a computer.
- 5). Besides, '**Excel's Statistical Testing Facilities**' installed on a computer was also used for **statistical analysis** wherever necessary.
- 6). The reliability of both the scales, taking into account the entire two different scales, separately and independently, were checked and found to be acceptable. Also, the reliability at the level of each dimension of both the scales were separately checked and found to be acceptable.
- 7). The internal consistency of both the scales / instruments were checked separately by applying **Cronbach Alpha Coefficient** which gave sufficiently high and acceptable results ranging from 0.72 to 0.84.
- 8). And, checking the reliability of the two instruments separately while using '**Split-half Method**' involving computer with the help of **SPSS statistical package**, the '**Guttman Split-half**' tests gave results in the range of 0.78 to 0.88.
- 9). Further, the use of '**Spearman-Brown Prophecy Formula**' yielded results between 0.79 to 0.87, which were found to be positive and of sufficiently high values and acceptable in case of both the instruments.

- 10). Also, both the instruments possessed **face validity, content validity** as well as **sampling and test validity**.
- 11). Above different reliability analysis and their results obtained in the case of both the instruments were found to be acceptable, reliable and dependable enough to accept these two instruments to provide basis for constructing the final set of the **“Main Questionnaire”**.
- 12). Thus, the **“Main Questionnaire”** set for this study was finalized as :
Questionnaire’s Part–I for “Corporate Culture”, and Questionnaire’s Part–II for “Total Organizational Performance”.

B.10 The Universe for the Study :

- 1). Considering the specialized nature of study - about ‘corporate culture’ and ‘total organization performance concerning six leading Indian IT companies, it was decided with the help of three referees to go for **‘purposive samples’**.
- 2). The ‘purposive samples’ included IT professionals from the six selected IT companies as also from other IT companies, corporate executives, IT and management experts, consultants, business reporters / journalists, academicians in IT and management fields, IT users, service providers and some knowledgeable general public from National Capital Region (NCR) of Delhi which comprises of Metropolitan City of Delhi, Gurgaon and Noida.
- 3). Also, some known professionals in above categories residing in cities like Bangalore, Mumbai, Chennai, Pune, Ahmedabad and Hyderabad were also contacted to make it more representative.
- 4). People residing outside National Capital Region of Delhi were contacted through e-mails and postal services.

B.11 Sample Size and Sampling Method :

- 1). The '**Main Questionnaire**' set, divided into two parts and having **20 factors or dimensions** on each, contained **total 40 factors, dimensions or questions**.
- 2). And, the total response cells for **6 numbers of IT companies** on the 'questionnaire set', thus, generated **240 response cells** which were fairly large.
- 3). Considering the limitations of time and resources, and six IT companies to be studied and evaluated on two major parameters independently, it was decided with the help of three referees to arrive at the optimum number of samples (respondents) for each company.
- 4). An optimum sample size of **minimum 30** for each cell which was large enough for '**t-distribution**' analysis, and also capable of taking care of minimum requirements for a '**normal – distribution**' **analysis** was decided for the study.
- 5). And, to take care of a few possible mistakes and ambiguous responses, **5 extra samples** for each company were also considered and thereby, making it minimum **35 samples** for each of the six selected IT companies.
- 6). Thus, the final figure of total samples became **210 minimum** and **sampling method used** in the study was '**purposive sampling**', as the present study happens to be a specialized one.

B.12 Weightage Questionnaire :

- 1). Constructing a 'weightage questionnaire' was the next logical step to arrive at the individual weightage points in respect of each of the 20 factors or dimensions finalized for each instruments of the 'main

questionnaire', which was in two parts and contained a total of 40 factors or dimensions or questions on it.

- 2). It was again decided with the help of the three referees to use the two proven instruments of the 'main questionnaire' set with little bit modifications to convert it into the 'weightage questionnaire'.
- 3). For this purpose, the '11-points Juster Scales' on the 'main questionnaire' set were replaced by a simple tabular graphic containing the numbers of grouped items on it in a specific box and a separate rectangular box for allotment of weightage points for each factor, dimension or question by the respondents.
- 4). In this way, the new instruments namely '**Weightage Questionnaire**' set was constructed of which Part – I contained 20 numbers of 'Corporate Culture' factors and Part – II contained again 20 numbers of 'Total Organizational Performance' factors.
- 5). Then the printed sets of 'weightage questionnaire' were personally administered by the researcher on 35 selected 'purposive samples' residing and working in the National Capital Region of Delhi, Gurgaon and Noida to allot weightage points to each factor or question appearing on both parts of the questionnaire.
- 6). The response results were scrutinized, processed and 30 responses completed in all respects were finally subjected to various statistical tests.

B.13 Testing of the Weightage Questionnaire's Response Results :

- 1). For testing of the results, '**SPSS Statistical Package**' installed on a computer and '**Excels' Statistical Testing Facilities**' available on computer were used wherever necessary.

- 2). These **statistical tests** mainly included :
- i. **'Student t-test'** (to check the actual and observed means and the values of 't' at 0.05 significance levels).
 - ii. **'Analysis of Variance' (ANOVA)** (a test to check the variances **'between'** and **'within'** the set of data / samples).
 - iii. **'F-Ratios'** values (at 0.05 level of significance).
 - iv. Some more statistical tests were carried out on the computer using 'statistical packages and facilities' where ever possible.
 - v. Only acceptable results at the **0.05 significance level** were finally selected for further use in this study.
- 3). Thus, the duly tested final results of the **'weightage questionnaire'** were finally selected and incorporated in the **'Main Questionnaire / Instrument'** constructed for this study.

B.14 Finalization of the 'Main Questionnaire' :

- 1). The **'Main Questionnaire'** comprising of a set of two well designed and tested instruments : **Part-I** for **'Corporate Culture'** and **Part-II** for **'Total Organizational Performance'** were ready in all respects, but for the weightage points of the individual questions on them.
- 2). Now, the weightage of individual factors or questions obtained through the **'weightage questionnaire'** as above were incorporated in the final tested set of the **'Main Questionnaire / Instruments'**, Part-I for **'Corporate Culture'** and Part-II for **'Total Organizational Performance'**.

- 3). Thus, the '**Main Questionnaire**' was finalized and made ready for its actual use as the main tool for 'primary data' collection for this research study.

B.15 'Company's Performance Level Classification Questionnaire' :

- 1). It was a simple instrument which was used to classify the performance levels of the six selected leading Indian IT companies in different classes.
- 2). The performance level ranges for classification of above companies under different categories included – excellent, very strong, strong, positive, average and weak, and also to decide the acceptable / unacceptable levels of the performance of these companies.
- 3). The printed questionnaires on 'company's performance level classification' were simultaneously administered by the researcher on 35 'purposive samples' in the National Capital Territory of Delhi (NCT) to collect the data.

C. Collection of Primary Data :

The collection of primary data also included - administration of questionnaire and collection of data, reliability of data collected, and dependability of results. These are briefly discussed as below :

C.1 Administration of Questionnaire and Collection of Data :

- 1). Altogether 210 IT professionals, IT experts, company executives of the six selected IT companies, corporate executives, management consultants, industry watchers, business journalists, shareholders, IT customers, service providers and some of the knowledgeable general public as 'purposive samples' were personally contacted by

the researcher, final printed sets of the 'Main Questionnaire' served to them for their responses.

- 2). The researcher for the purpose of the study also interviewed them wherever possible.
- 3). Due care was taken to ensure that at least 35 people respond for each of the six selected IT companies through the final sets of the 'Main Questionnaire', part-I for corporate culture and part – II for total organization and performance.
- 4). The survey was conducted mainly in the National Capital Region (NCR) of Delhi viz. Metropolitan City of Delhi, Noida and Gurgaon.
- 5). This geographical area has become a major hub of IT software and services in India, and all the major IT companies including the six selected Indian IT companies have their branch offices and development centers located in these cities / towns.
- 6). Even though the study area was restricted to the National Capital Region (NCR) of Delhi comprising of Delhi, Noida and Gurgaon and some responses from other major cities collected through e-mails and postal services, the present samples may be considered fairly representative and can be treated as national level samples for the purpose of the study, because a large number of all categories of professionals and executives from all parts of the country reside and work in this geographical area.

C.2 Reliability of Data Collected :

- 1) The reliability of the large amount of data collected through the 'main questionnaire' in respect of 'corporate culture' and 'total organizational performance' of the six selected IT companies were

checked mainly with the help of **'SPSS Statistical Package'** and **'Excel's Statistical Testing Facilities'** installed on a computer.

- 2). **'Student-t-tests'** were carried out to check the actual and observed means and the values of **'t'** at **0.05 significance level**, and they were found to be within acceptable limits as per the results obtained through the use of these computer based statistical testing.
- 3). **'Analysis of Variance' (ANOVA) test** was also carried out on these large amount of response data to check the variances **'between'** and **'within'** the set of data / samples.
- 4). And, the values of **'F-Ratios'** generated while testing the data on computer were also found to be within acceptable limit at 0.05 level of significance.
- 5). In this way, the large amount of **'primary data'** so collected were subjected to various statistical and reliability tests, and they were found to be within acceptable limits. Hence, they formed the basis of this research study.

C.3 Dependability of Results :

- 1). The **dependability of results** and **validity of data obtained** refers to the extent these results are reflective of the real life situations.
- 2). In the present context, the instruments used for this study had passed all the reliability and validity tests.
- 3). The obtained data / responses during field surveys also successfully passed all the required statistical tests.
- 4). And, the final results so obtained about **'corporate cultures'** and **'total organizational performance'** also tally with the various data collected as secondary data during the course of this study.

- 5). Also, various cultural characteristics, companies' rankings, classifications, financial performance, global operations and performance levels etc. of the six selected IT companies - on the basis of 'primary data' and 'secondary data' had striking similarity on many counts.
- 6). Hence, the results obtained in this manner were quite dependable and tally with the actual or real life situations.

7. Results and Data Analysis :

The various results obtained and data analysis are presented below in brief.

A. The Main Results :

The various data and results obtained during the course of the study were presented in tabular forms as per the 'research model'. They are self-explanatory. The tables containing the results are cited below :

A.1 CORPORATE UMBRELLA CULTURE – (C.U.C.) :

TABLE-X

CORPORATE UMBRELLA CULTURE – (C.U.C.)

***Corporate Culture – Elements and Factors (C.C.E.F.) : C.U.C. Scores
(Max. Score Points – 100)***

| COMPANY | INFOSYS | WIPRO | TCS | SATYAM COMPUTER | HCL TECHNOLOGIES | NIIT |
|--------------------------|---------|-------|-------|--------------------|---------------------|-------|
| FINAL SCORE POINTS | 96.90 | 96.06 | 82.27 | 66.96 | 62.81 | 61.46 |

A.2 CORPORATES' SEGMENTAL PERFORMANCE – (C.S.P.) :

TABLE-XI

CORPORATES' SEGMENTAL PERFORMANCE – (C.S.P.)

Block Wise Segmental Performance : (C.S.P.-I to C.S.P.-VI)

(Max. Score Points – 100 : The Sum Total of Six Blocks)

| Blocks and Question Nos. (Part -II) | INFOSYS | WIPRO | TCS | SATYAM COMPUTER | HCL TECHNOLOGIES | NIIT |
|--|----------------|--------------|--------------|------------------------|-------------------------|--------------|
| | | | | | | |
| C.S.P.-I (Q.Nos.1,2,3) | 14.67 | 14.60 | 12.85 | 10.33 | 9.71 | 9.23 |
| C.S.P.-II (Q. Nos. 4,5,9) | 19.48 | 19.43 | 15.93 | 13.36 | 12.48 | 12.04 |
| C.S.P.-III (Q. Nos. 6,7,8,11) | 19.32 | 19.38 | 17.02 | 13.85 | 13.29 | 11.97 |
| C.S.P.-IV (Q. Nos. 13,14,15,16,20) | 24.36 | 24.03 | 19.77 | 16.28 | 15.20 | 14.17 |
| C.S.P.-V (Q. Nos. 18,19) | 4.81 | 4.80 | 3.70 | 3.31 | 2.92 | 3.43 |
| C.S.P.-VI (Q. Nos. 10,12,17) | 14.50 | 14.39 | 12.20 | 9.95 | 9.31 | 9.30 |
| TOTAL SCORES : (SIX BLOCKS) | 97.14 | 96.63 | 81.47 | 67.08 | 62.91 | 60.14 |

A.3 TOTAL ORGANISATIONAL PERFORMANCE – (T.O.P.) :

TABLE – XII

TOTAL ORGANISATIONAL PERFORMANCE – (T.O.P.) or, (C.O.P.)

T.O.P. Block : Sum Total of All Segmental Performance Blocks -

(C.S.P.-I to C.S.P.-VI) : (Max. Score Points – 100)

| COMPANIES | INFOSYS | WIPRO | TCS | SATYAM COMPUTER | HCL TECHNO LOGIES | NIIT |
|--|---------|-------|-------|--------------------|-------------------------|-------|
| Total Organisational Performance (T.O.P.) | 97.14 | 96.63 | 81.47 | 67.08 | 62.91 | 60.14 |

A.4 COMPARING C.U.C. AND T.O.P. VALUES / INDEX :

TABLE–XIII

COMPARING C.U.C. AND T.O.P. VALUES / INDEX

C.U.C. AND T.O.P VALUES / INDEX

| COMPANY | C.U.C. VALUES / INDEX | T.O.P. VALUES / INDEX |
|------------------|--------------------------|--------------------------|
| INFOSYS | 96.90 | 97.14 |
| WIPRO | 96.06 | 96.63 |
| TCS | 82.27 | 81.47 |
| SATYAM COMPUTER | 66.96 | 67.08 |
| HCL TECHNOLOGIES | 62.81 | 62.91 |
| NIIT | 61.46 | 60.14 |

B. Data Analysis :

The main results obtained in course of the research study were tabulated and arranged in various tabular forms as per the especially designed 'research model'. The data on the Tables X through XIII are not only self-explanatory, but they also present data analysis instantaneously about the six selected Indian IT companies – **Infosys, Wipro, Tata Consultancy Services (TCS), Satyam Computer, HCL Technologies and NIIT**.

- 1). Table-X presents all details about the 'corporate cultures' (C.U.C.) of above six IT companies.
- 2). Table-XI speaks about their 'segmental performance' (C.S.P.).
- 3). Table-XII reflects their 'total organisational performance' (T.O.P.).
- 4). And, Table-XIII instantaneously presents comparisons between their C.U.C. values, as also their T.O.P. values, and also presents their company-wise rankings on these counts.
- 5). On most of the counts and on the overall basis – **Infosys** topped the list, followed by **Wipro** at the 2nd place. **TCS** occupied the 3rd position and **Satyam Computer** came at the 4th place. **HCL Technologies** reached the 5th at place and **NIIT** occupied the 6th and the last position.
- 6). However, detailed data analysis about each and every factor and all the six IT companies are presented in the 'main thesis' at appropriate places.

8. Discussions and Relationships Between C.C. and T.O.P. :

The relationship between the two major factors of corporate life - 'corporate culture' (C.C.) and 'total organizational performance' (T.O.P.) has been established on the basis of the ground study of the 'corporate cultures' and 'total organizational performances' of the **six selected leading Indian IT companies** – Infosys, Wipro, Tata Consultancy Services (TCS), Satyam Computer, HCL Technologies and NIIT.

It can be clearly understood and discussed with the help of some specific tables and data presented on them.

A. Establishing the Relationships Between C.C. and T.O.P. :

The relationships between C.C. and T.O.P. can be easily established with the help of following tables and data on them :

A.1 ESTABLISHING CORRELATIONS BETWEEN – C.U.C. AND T.O.P. :

TABLE-XV

ESTABLISHING CORRELATIONS BETWEEN – C.U.C. AND T.O.P. TO OBTAIN THE C.C.T.O.P. INDEX

$$\text{C.C.T.O.P. INDEX} = Z^{CUC} : Z^{TOP} \text{ (A RATIO)}$$

| COMPANY | C.U.C. VALUE | T.O.P. VALUE | <u>C.C.T.O.P. INDEX</u> = $Z^{CUC} : Z^{TOP}$ (A RATIO) | PERFORMANCE CLASS / CATEGORY |
|---------------------|-----------------|-----------------|---|------------------------------------|
| | | | | |
| INFOSYS | 96.90 | 97.14 | 96.90 / 97.14 | EXCELLENT |
| WIPRO | 96.06 | 96.63 | 96.06 / 96.63 | EXCELLENT |
| TCS | 82.27 | 81.47 | 82.27 / 81.47 | VERY STRONG |
| SATYAM COMPUTERS | 66.96 | 67.08 | 66.96 / 67.08 | STRONG |
| HCL TECH. | 62.81. | 62.91 | 62.81 / 62.91 | STRONG |
| NIIT | 61.46 | 60.14 | 61.46 / 60.14 | STRONG |

A.2 CORRELATIONS BETWEEN – C.U.C. AND T.O.P. AND THEIR RANKINGS :

TABLE-XVIII

CORRELATION BETWEEN 'C.U.C.' AND 'T.O.P.', AND RANKING BY THE 'TWIN RATIO' – $Z^{CUC} : Z^{TOP}$ - (C.C.T.O.P.)

THE CORRELATIONS, AND RANKING BY THE 'TWIN RATIO' – $Z^{CUC} : Z^{TOP}$

| RANK | COMPANY | <u>C.C.T.O.P. INDEX</u> = $Z^{CUC} : Z^{TOP}$ (A RATIO) | DIFFERENCE = T.O.P. – C.U.C. | CLASS / CATEGORY ('TWIN RATIO' - C.C.T.O.P. INDEX) |
|-------------|--------------------|---|---|--|
| 1 | INFOSYS | 96.90 / 97.14 | 0.24 (Positive) | EXCELLENT |
| 2 | WIPRO | 96.06 / 96.63 | 0.57 (Positive) | EXCELLENT |
| 3 | TCS | 82.27 / 81.47 | 0.80 (Negative) | VERY STRONG |
| 4 | SATYAM COMPUTER | 66.96 / 67.08 | 0.12 (Positive) | STRONG |
| 5 | HCL TECH. | 62.81 / 62.91 | 0.10 (Positive) | STRONG |
| 6 | NIIT | 61.46 / 60.14 | 1.32 (Negative) | STRONG |

A.3 ANALYSIS OF THE CORRELATIONS BETWEEN – C.U.C. AND T.O.P. :

TABLE-XIX

ANALYSIS OF CORRELATIONS BETWEEN CORPORATE CULTURES AND THEIR TOTAL ORGANISATIONAL PERFORMANCE

RESULTS OF CULTURE'S STRENGTHS OVER ORGANISATIONAL PERFORMANCE

| RANK | COMPANY | C.C.T.O.P. INDEX = $Z^{CUC} : Z^{TOP}$ (A RATIO) | DIFFERENCE T.O.P. – C.U.C. = | RESULTS : (T.O.P. – C.U.C.) / (C.U.C.) (%) |
|-------------|--------------------|--|---|---|
| 1 | INFOSYS | 96.90 / 97.14 | 0.24 (Positive) | 0.25 % (Higher) |
| 2 | WIPRO | 96.06 / 96.63 | 0.57 (Positive) | 0.59 % (Higher) |
| 3 | TCS | 82.27 / 81.47 | 0.80 (Negative) | 0.97 % (Lower) |
| 4 | SATYAM COMPUTER | 66.96 / 67.08 | 0.12 (Positive) | 0.18 % (Higher) |
| 5 | HCL TECH. | 62.81 / 62.91 | 0.10 (Positive) | 0.16 % (Higher) |
| 6 | NIIT | 61.46 / 60.14 | 1.32 (Negative) | 2.15 % (Lower) |

B. Discussions About the Relationships Between C.C. and T.O.P. :

In the nutshell, the outcomes and inferences are :

- There existed a 'high correlation' between 'corporate culture' and 'total organisational performance' in each of the six selected Indian IT companies.
- The correlation between their respective 'corporate cultures' and 'total organisational performance' was found to be closer to 100% in majority of the cases.
- The minor variation in their respective 'total organisational performances' as compared to the 'corporate culture's strengths' were found to be ranging between maximum 0.59%

(higher side, Wipro) to 0.97% (lower side, TCS) – in five cases – *Infosys, Wipro, TCS, Satyam Computer and HCL Technologies*. In only one odd case of *NIIT*, it was found to 2.15% (lower side, *NIIT*). But, all of them fell within acceptable limit (say maximum 5% variation limit).

- As these six leading Indian IT companies are the ‘benchmarks’ for ‘Indian corporates’ in general and also the true ‘representatives’ of other Indian IT companies (or IT industry), the outcomes as existence of a ‘high correlation’ between their respective ‘corporate culture’ and ‘total organisational performance’ can also be ‘generalized to be true’ for the ‘Indian IT Industry’ in particular and ‘Indian corporates’ or ‘business organisations’ in general.
- On their respective ‘rankings’ on the both counts - ‘corporate culture’ and ‘total organisational performance’ – *Infosys* topped the list (1st), *Wipro* was the closest runner up (2nd), followed by *TCS* on the list (3rd), *Satyam Computer* came next (4th), just below it was *HCL Technologies* (5th), and *NIIT* was the last (6th) on the list.
- And, on their respective ‘company’s performance level classification’ on these counts - ‘corporate culture’s strength’ as well as ‘total organisational performance’ – both *Infosys* and *Wipro* found their places in ‘Excellent’ category, *Tata consultancy Services (TCS)* was found to be ‘Very Strong’, and the rest three - *Satyam Computer, HCL Technologies and NIIT* occupied their places in ‘Strong’ category.

9. Conclusions and Recommendations :

A. Conclusions :

Conclusions : Part-I

A.1 About the 'Six Selected Indian IT Companies' :

A.1.1 Infosys :

Its 'corporate culture' - (C.U.C.) was found to be 96.90 points (96.90%, the highest on the list, ranking 1st) and its 'total organizational performance' - (T.O.P.) came to be 97.14 points (97.14%, the highest on the list, ranking 1st), both when measured on a maximum 100 points basis each. And, the correlation between its 'corporate culture' and 'total organizational performance', represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 96.90 : 97.14$, was found to be of very high degree.

A.1.2 Wipro :

Its 'corporate culture' - (C.U.C.) was found to be 96.06 points (96.06%, the second highest on the list, ranking 2nd) and its 'total organizational performance' - (T.O.P.) came to be 96.63 points (96.63%, the second highest on the list, ranking 2nd), both when measured on a maximum 100 points basis each. And, the correlation between its 'corporate culture' and 'total organizational performance', represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 96.06 / 96.63$, was found to be of very high degree.

A.1.3 Infosys and Wipro - 'The Technology Twins' :

Both Infosys and Wipro emerged as the 'Technology Twins' on the Indian IT horizon on many counts. Their 'corporate culture strengths' (C.U.C. : Infosys - 96.90 points (96.90%), and Wipro - 96.06 points (96.06%)), 'total organizational performance values' (T.O.P. : Infosys -

97.14 points (97.14%), and Wipro - 96.63 points (96.63%)), and high correlation between these two major dimensions, represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as (Infosys : $Z^{CUC} : Z^{TOP} = 96.90 : 97.14$, and Wipro : $Z^{CUC} : Z^{TOP} = 96.06 / 96.63$) etc. support this fact.

A.1.4 Tata Consultancy Services (TCS) :

Its 'corporate culture' - (C.U.C.) was found to be 82.27 points (82.27%, the third highest on the list, ranked 3rd) and its 'total organizational performance' - (T.O.P.) came to be 81.47 points (81.47%, the third highest on the list, ranked 3rd), both when measured on a maximum 100 points basis each. And, the correlation between its 'corporate culture' and 'total organizational performance', represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 82.27 / 81.47$, was found to be of high degree.

A.1.5 Satyam Computer :

Its 'corporate culture' - (C.U.C.) was found to be 66.96 points (66.96%, the fourth on the list, ranking 4th) and its 'total organizational performance' - (T.O.P.) came to be 67.08 points (67.08%, the fourth on the list, ranking 4th), both when measured on a maximum 100 points basis each. And, the correlation between its 'corporate culture' and 'total organizational performance', represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 66.96 / 67.08$, was found to be of very high degree.

A.1.6 HCL Technologies :

Its 'corporate culture' - (C.U.C.) was found to be 62.81 points (62.81%, the fifth on the list, ranked 5th) and its 'total organizational performance' - (T.O.P.) came to be 62.91 points (62.91%, the fifth on the list, ranked 5th), both when measured on a maximum 100 points basis each. And, the correlation between its 'corporate culture' and 'total organizational

performance', represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 62.81 / 62.91$, was found to be of very high degree.

A.1.7 NIIT :

Its 'corporate culture' - (C.U.C.) was found to be 61.46 points (61.46%, the sixth and the last on the list, ranked 6th) and its 'total organizational performance' - (T.O.P.) came to be 60.14 points (60.14%, the sixth and the last on the list, ranked 6th). And, the correlation between its 'corporate culture' and 'total organizational performance', represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 61.46 / 60.14$, was found to be of high degree. in 'Strong' category.

Conclusions : Part-II

A.2 About 'Corporate Culture' and 'Total Organisational Performance' of Corporates in General :

The 'hypothesis' contained a series of ten enunciations which were tested and verified during the on ground study on the basis of the 'primary data' related to the six selected Indian IT companies. They later became the major findings of this research study and are also true for corporates or business organizations in general. All the ten enunciations of the 'hypothesis' have already been presented earlier under the heading 'hypotheses' in this 'abstract', which can be readily referred as the conclusions about corporates, business and industries in general.

B. Recommendations :

Recommendations : Part-I

B.1 Recommendations for 'Six Selected Indian IT Companies' / 'Indian IT Industry' in Particular :

B.1.1 Infosys – India's most visible 'technology company' and already occupying a high position on the list of 'world class IT companies' – must further strengthen its 'corporate culture' to further add to its 'total organizational performance' globally, and move up quickly on the list to occupy the 'top 10' position on the 'global IT companies list'.

B.1.2 Wipro – one of India's most visible 'technology companies' and already occupying a respectable position on the list of 'world class IT companies' – must further build up its 'corporate culture' to further improve its 'total organizational performance' globally, and move up quickly on the list to occupy the 'top 10' position on the 'global IT companies list'.

B.1.3 Infosys and Wipro – India's most visible '**technology twins / companies**' and already rated high among 'world class IT companies' – must further build up their respective 'corporate cultures' to further improve upon their 'total organizational performance' globally – **benchmarking and competing with each other on both counts** - and maintaining a high growth momentum as true 'technology twins / companies' - and move up quickly on the list to occupy the 'top 10' position on the 'global IT companies list'.

B.1.4 Tata Consultancy Services (TCS) - the oldest and the highest performing Indian IT company in financial terms, has been facing a business deterrence globally due to the lack of an independent image (it being a division of a private holding company - Tata Sons) – must further build up its 'corporate culture' to further improve upon its 'total organizational performance' along with **enhanced 'image, corporate personality and brand value' globally – must also go public** (as an independent public limited company) **as quickly as possible to build upon its global image** - and must move up quickly to occupy the 'top 10 list' of 'global IT companies'.

B.1.5 Satyam Computer – one of India's highly successful IT companies with global operations and recognition - ought to further build up its 'corporate culture' in order to improve upon its 'total organization performance' globally – and must move up the 'value chain' from its current position to realize its true potential.

B.1.6 HCL Technologies – one of India's oldest and successful technology companies with global operations and recognition - ought to further build up its 'corporate culture' to improve upon its 'total organization performance' globally – and must move up the 'value chain' from its current position to realize its true potential.

B.1.7 NIIT – India's topmost IT training and a software solutions company having successful global operations in both streams – possessing a higher level of 'corporate culture' than its 'total organizational performance'. It must immediately take corrective actions - by broadening its market base as well as simultaneously moving up the 'value chain' - to achieve higher 'organisational performance' commensurate with its 'corporate culture's strengths' enabling it to occupy its rightful position.

B.1.8 Indian IT industry / companies in general – they must take advantage of India's inherent capability in IT sector - availability of skilled manpower, managerial talents and a vibrant IT culture in the new generation professionals. They must strengthen their respective 'corporate cultures' and thereby strengthen their 'total organizational performance' on the basis of comprehensive parameters determined for both these corporate related dimensions in the current research study. They also must move up the 'value chain' and quickly switch over from 'service stage' to 'product stage' - offering their own IT products to the global markets and turning themselves into 'world class IT companies'.

Recommendations : Part-II

B.2 Recommendations for 'Corporates' and 'Business Organisations' in General :

B.2.1 About 'Corporate Culture' :

B.2.1.1 A 'corporate' or a 'business organisation', in the fast changing technological, economic and business environment as well as changing society, its values and aspirations, must build up an unique, positive and strong 'corporate culture', going much beyond its traditional meaning and scope, and making it a forward looking, positively charged, all inclusive and comprehensive 'corporate culture' or 'corporate umbrella culture - (C.U.C)' in order to acquire a 'cutting edge' over others.

B.2.1.2 Such 'corporate culture' or 'corporate umbrella culture' must include positive and important dimensions like corporate beliefs, core values, strong corporate leadership, global vision, corporate image, personality and brand value, ethical and moral values, openness and democratic norms, concerns for all the stakeholders – employees, customers and investors as well as other stakeholders like suppliers, service providers, business associates, community, larger society, environment and ecology on equal footing in order for the 'corporate' to build up its internal strengths, earn wider acceptability and supports from all quarters, ensure its agility and long term success and survival.

B.2.1.3 A 'corporate culture' must be forward looking and dynamic in nature. It must keep on adding and strengthening positive elements and values with the change of time. Likewise, it must keep on shedding the weak ones or minimizing their effects by fine tuning and bringing timely changes in the culture.

B.2.2 About 'Total Organisational Performance':

B.2.2.1 The present day 'corporates' or 'business organisations' must move from the old concept of 'organizational performance', which was mainly based on financials related performances, to the newly developed and tested concept of 'Total Organisational Performance – T.O.P.' (i.e. organizational performance in totality), which is sum total of various 'segmental performances' of a corporate. The 'T.O.P. concept' i.e. 'total organizational performance' goes much beyond its traditional meaning and scope and presents an all inclusive and comprehensive aspects of 'corporate or organizational performance'.

B.2.2.2 A 'corporate', which adopts the 'T.O.P. concept' of organizational performance, must include in its performance parameters all the major aspects, such as, corporate vision, mission, strategies, leadership and brand value; quality of management, systems and processes, corporate dynamism, professionalism and physical manifestations; quality of work life, democratic norms, transparency and ethics in business; quality of products, services, knowledge capital and talent pool; financials, growth, corporate value building and strategies for crisis; social responsiveness and environmental consciousness; concerns for employees, customers and investors as well as other stakeholders like suppliers, service providers, business associates, local community and the likes.

B.2.2.3 Also, there should be an optimum balance among each other, based on their respective importance and priority, while considering each of them in the total perspective. It will result into 'building up the corporate' and its 'overall higher performance' on continued basis.

B.2.3 Based on Correlation between 'Corporate Culture' and 'Total Organisational Performance' :

B.2.3.1 As established in the study, there exists a high correlation between 'corporate culture' and 'total organizational performance'. Hence, a 'corporate' or a 'business organisation' aiming at achieving higher 'corporate performance', must build up its 'corporate culture' in order to achieve it on continued basis.

B.2.3.2 A corporate must also look into its existing 'corporate culture', identify the weak parts, take corrective actions and keep on fine tuning it - in order to further build it up and keep pace with the changing time and technology. It will maintain the culture in a 'strong and positive state', which will eventually yield higher 'total organizational performance' on continued basis.

B.2.3.3 Besides, a corporate must identify its various segmental operations and performance blocks and build up related cultural elements / dimensions – in order to build up a strong, positive and relevant 'corporate culture', and thereby building up its internal strengths, which would in turn manifest itself into higher 'segmental performances' or a higher 'total organisational performance'.

B.2.3.4 And, the forward looking 'corporates' ought to adopt the newly developed and tested technique of instantly making comparison and judging the extent of correlation between their respective 'corporate culture' and 'total organizational performance'. It can be instantaneously represented as an index value with the help of C.U.C. and T.O.P. values 'TWINS'. [C.C.T.O.P. Index = $Z^{CUC} : Z^{TOP}$]. Their comparisons and results must be reviewed on regular basis and corrective actions taken or fine tuning done whenever necessary.



**CORPORATE CULTURE AND TOTAL
ORGANISATIONAL PERFORMANCE OF
INFORMATION TECHNOLOGY
COMPANIES IN INDIA**

THESIS
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BY
S. P. VERMA

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2004



T6617

DECLARATION

I do hereby declare that the thesis entitled “**Corporate Culture and Total Organisational Performance of Information Technology Companies in India**”, submitted to the Faculty of Management Studies and Research, Aligarh Muslim University, Aligarh for the award of the degree of ***Doctorate in Business Administration*** is the record of the original research work done by me during March 2000 to August 2004 under the supervision and guidance of **Prof. S. M. Ozair** (Internal Advisor, Department of Business Administration, Aligarh Muslim University, Aligarh) and **Dr. Sharmila Thakur** (External Advisor, Faculty of Management Studies, University of Petroleum and Energy Studies, New Delhi) and it has not previously formed the basis for the award of any Degree / Diploma / Associateship / Fellowship or similar title to any candidate of any university.

New Delhi

Dated: August 20, 2004



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CERTIFICATE

This is to certify that the thesis entitled “**Corporate Culture and Total Organisational Performance of Information Technology Companies in India**”, submitted to the Aligarh Muslim University in the partial fulfillment of the requirements for the award of the degree of **Doctorate in Business Administration** is a record of original research work done by **Mr S. P. VERMA** during the period of his study in the Department of Business Administration, Faculty of Management Studies and Research, Aligarh Muslim University, Aligarh under my supervision and guidance. To the best of my knowledge and belief, the matter embodied in this thesis has not been submitted for the award of any other degree or diploma in this university or elsewhere.

Dated: August 20, 2004

A handwritten signature in black ink, appearing to read 'S.M. Ozair'.

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Dated : 20 / 8 , 2004



Dr Sharmila Thakur

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S P Verma
20.8.2004

S. P. VERMA

LIST OF ABBREVIATIONS

CAP - Capitalization (Market Capitalization)

C.C. (or, C.U.C.) – Corporate Culture (or, Corporate Umbrella Culture)

* (C.U.C. - A New Term Used for Comprehensive form of 'C.C.')

* (Both Terms Used Interchangeably in the Report)

C.C.E.F. - Corporate Culture – Elements and Factors

C.C.T.O.P. INDEX - 'Corporate Culture' and 'Total Organizational
Performance Value Rating Index'

C.I.P. - Corporate Intangibles' Performance

C.O.P. – Corporate Overall Performance

C.P.U. – Central Processing Unit of a Computer

C.S.P. – Corporate Segmental Performance

C.U.C. – Corporate Umbrella Culture (or, * A Comprehensive Corporate Culture)

E.C.O.S.P. - Employees, Customers and Other Stakeholders
Performance

EPS - Earning Per Share

F.G.V.P. - Financial, Growth and Value Creation Performance

IPO - Initial Public Offering

MAV - Market Added Value

MNC – Multinational Corporation

M.S.P. - Management and Systems Performance

NCR - National Capital Region of Delhi

NCT - National Capital Territory of Delhi

NFA - Net Fixed Assets

NOPAT - Net Profit After Tax

PAT - Profit After Tax

P.S.Q. – Products, Services, Knowledge and Quality
Performance (P.S.K.Q.P.)

ROCE - Return on Capital Employed

S.E.P. - Social and Environmental Performance

T.O.P. – Total Organisational Performance

TPM – Total Productive Maintenance

TQM - Total Quality Management

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“CORPORATE CULTURE AND TOTAL ORGANIZATIONAL PERFORMANCE OF INFORMATION TECHNOLOGY COMPANIES IN INDIA”

Executive Summary

Many years after the industrial revolution which India had missed, there was a new revolution – a revolution in information technology, which India embraced though with some hesitation. Thirty years into the computer and information technology revolution, late starter though India was, it has carved out its own special space in the information technology (IT) arena. Indian expertise and talent drives key sectors of the computers and communication business worldwide. Information technology was the first thing which made India realize its inherent capability and latent potential in knowledge and service sector and has turned India into a global IT brand.

Several IT software and services companies have emerged during the last two decades in India's sunrise industry sector – the information technology (IT), and attained global stature. Some of the leading ones are Infosys, Wipro, Tata Consultancy Services, Satyam Computer, HCL Technologies and NIIT among others. These companies have developed their respective distinct corporate cultures. They have been operating globally and performing well and also making impact on the world IT scenario.

But as of date, no authentic research work have been carried out by any researcher in India to understand their respective corporate cultures, evaluating their organizational performance, and establishing correlation between their corporate cultures and organizational performance. It was a long felt need and that's why this topic was undertaken for an in depth study and research about the problem to fulfill that long felt need.

Also, a new management concept of 'Total Organisational Performance' – the T.O.P. concept, which takes into account 'organizational performance' in a comprehensive way, and going much beyond its traditional meaning of reflecting merely financial performance, by including corporates' various segmental performance, such as, corporate's intangibles performance like image, personality, leadership and brand value; quality of management, systems, processes and quality

of work life; products, services, quality, technology and pool of talents; economic and financial performance including value creation; social and environmental responsiveness; and companies' concerns in a balanced way for their customers, employees, shareholders and their definite concerns for the much neglected ones, the other stakeholders, such as, business associates, vendors, suppliers, service providers and the likes, and treating them on equal footing by upholding the concept of 'partners in progress'.

The understanding and meanings of 'corporate culture', 'corporate culture of IT and knowledge based industries', 'organizational performance' and information about some other related topics were developed, gathered and recorded while reviewing a large number of literature and journals available on these topics. In addition, the relevant information about corporate cultures and organizational performance of six selected Indian IT companies were also gathered while reviewing various reports and articles published in reputed business and IT magazines from time to time.

Corporate culture defines appropriate behaviour, bonds and motivates individuals and asserts solutions where there is ambiguity. The culture of an organization also reflects assumptions about clients, employees, mission, products, activities and assumptions that have worked well in the past and got translated into norms of behaviour, expectations about what is legitimate, desirable ways of thinking and acting.

An in depth study of 'corporate culture' enables us to understand that the specific 'corporate culture' of an organisation manifests strong correlations with the 'performance of the organisation'.

It has been found by a number of researchers in this field that 'the more successful companies were those which had strong cultures' as also 'positive and strong corporate culture, leadership, professionalism, conducive work environment and appropriate technology and work tools in an organization result into higher corporate performance and provide it agility and competitiveness, where as companies lacking in it or not incorporating timely changes in their culture and work atmosphere end up showing poor performance, and even tend toward extinction.'

The research methodology used in the research work is based on a well thought and scientifically designed 'Research Model', and subsequent designing of

suitable instruments for data collection and having administered and executed them furthering research work, a planned and organized 'research study' was carried out which included an in depth study of 'corporate cultures' and 'total organizational performance' of six selected leading Indian IT (software and services) companies separately as also establishing correlations between these two major factors. These Indian IT companies are Infosys, Wipro, Tata Consultancy Services, Satyam Computer, HCL Technologies and NIIT.

The research findings clearly establish that these six IT companies possessed their distinct corporate cultures and were found to be having strong cultures of varying orders, which were measured and recorded. Also, their total organizational performance, which included corporate performance in different segments, such as, corporate intangibles; quality of management, systems and processes; products, services, quality and technology; economic and financial performance; their social and environmental responsiveness; and concerns for all stakeholders etc. were measured separately and recorded. Finally, the correlations between their respective 'corporate cultures' and 'total organizational performances' were established and were found to be having almost 100 per cent correlations in each case. Thus, amply proving the hypothesis.

The study has also established the respective positions / rankings of the six selected Indian IT companies on these counts – 'corporate culture' and 'total organizational performance', in the order – Infosys at the top, followed by Wipro, TCS, Satyam Computer, HCL Technologies, and NIIT occupying the last position. Also, Infosys and Wipro were found to be moving in tandem on these counts – as India's 'Technology Twins' or comparable and parallel moving companies. And, similar results from two different sources / streams - 'primary data' as well as available 'secondary data', were found to be corroborating and supporting each other on most of the parameters and also the final results. Hence, validating the results and research outcomes.

And, finally, the main reasons behind global success of these leading Indian IT companies in particular and Indian IT industry in general, can be largely attributed to our talented and educated vast manpower, entrepreneurial spirit of the business leaders, their vision and strong leadership, development of an IT and technology culture in India, quality consciousness, commitments, and last but not the least, to Indian ingenuity towards IT and high technology.

INTRODUCTION

Background

Many years ago, there was an industrial revolution. India missed it due to factors over which it had no control. Years later again there was a new revolution – a revolution in information technology. This time India didn't miss it. Thirty years into the computer and information technology revolution, late starter though India was, it has carved out its own special space in the information technology (IT) arena. Indian expertise and talent drives key sectors of the computers and communication business worldwide. Information technology was the first thing which made India realize its inherent capability and latent potential in knowledge and service sector. IT brought to the nation a newly acquired self-confidence and a new respect, recognition and admiration throughout the world. Now, the entire world sees us differently and treats us with much respect, recognition and admiration. India is riding on the IT wave with full speed and confidence.

India's IT prowess has turned India into a global IT brand and choicest destination for all IT software and services requirements of the world. India and the global Indians have become the intellectual capital of the world. India is on the threshold of becoming world's number one IT player, and IT software and services have become the core of Indian IT industry. In a span of just two decades, a number of mega Indian IT companies have emerged on the scene and become major global players on the world IT horizon. India's sunrise IT industry also includes hundreds of other big and mid size IT companies as well as thousands of small IT firms. Majority of them are constantly moving up the value chain and day by day they are gaining strengths, becoming bigger in sizes and expanding their global operations. Fifty percent of *Fortune 500* companies outsource work from India. About one-third of new IT development work for big U. S. companies is done overseas, with India taking the lion's share.

India's Mega IT Companies and Their Leaders

Tata Consultancy Services (TCS), launched in 1968 as a division of Tata Sons, was the first Indian company to look at software as an opportunity. F. C. Kohli was hand picked by J. R. D. Tata in 1969 to lead the Tata group's foray into software

business. Under the leadership of the legendary F. C. Kohli, the company spearheaded the pioneering efforts in creating a globally recognizable brand for the Indian software industry. Kohli created, headed and personified his brain child Tata Consultancy Services. Over the years, TCS has become the '*Jewel in the Crown of Tata*' and Asia's largest information technology services company and poised to become one of the five largest IT company in the world. TCS crossed \$1 billion mark in the year 2002-03. The current CEO of TCS is S. Ramadorai who is regarded as one of the top 25 consultants and 5th most influential technical figure in the world, and at the helm, Ratan Tata is positioned as the group's chairman.

N.R. Narayana Murthy has created the most prestigious Indian IT company - Infosys, which came into being in the year 1981. Infosys was listed on NASDAQ as the first Indian company, and shares of which are quoted at 2000 times their paid up value. Infosys crossed the \$1 billion mark in the year 2003-04. Infosys has been ranked 27th globally on the list of top 100 infotech companies in the world (*BusinessWeek*, 2004).

The other company Wipro, which entered the IT field in the year 1981 with mini-computers and diversified into IT software business in the year 1984, had recently crossed Rs. 200,000 crore figure with market capitalization to over \$ 50 billion on NASDAQ. Wipro's principal share holder and its chairman Azim Premji had become a man worth \$ 37.5 billion of personal wealth just couple of years back making him one of the world's five richest man. Wipro crossed the \$1 billion mark in the year 2003-04. Wipro has been ranked 62nd globally on the list of top 100 infotech companies in the world (*BusinessWeek*, 2004).

Shiv Nadar of HCL group is once again in the news and poised to occupy the front seats. The group's history goes back to 1975 when six entrepreneurs decided to create a computer systems and services business in India. HCL group has become the fifth largest IT group in India. HCL Technologies' revenues for the year 2003-04 accounted for Rs. 2,325 crore and the group's total revenues for the same period was Rs. 3,884 crore.

Satyam Computer Services, one of India's premier IT services company, was established in 1987. B. Ramalinga Raju of Satyam Computer has been flexing his IT muscles worldwide for some time. Satyam Computer's revenues for the year 2003 -

04 accounted for Rs. 2,5241crore.

NIIT, Asia's biggest IT Training organization and a premier IT software and solutions company, was established in 1981 by three young IITians, Rajendra S. Pawar, Vijay K. Thadani and P. Rajendran, with a vision to create a unique company with a revolutionary mission of bringing people and computers together. It proliferated the use of computers in the country, produced millions of skilled IT professionals and acted as a catalyst in the recent IT revolution, which swept the nation. The company later diversified into software services and technology development space and became a global player. The company's latest revenues during 2003-04 accounted Rs. 364.5 crore.

Apart from above premier companies in the IT software segment, there are many other Indian IT companies in software and other segments of IT industry which have been contributing towards development of IT in India. And, there are so many Narayana Murthies, Azim Premjis, Ramalinga Rajus and Shiv Nadars in the making. More things are still to happen, greater days are still ahead. This is just the beginning of the long journey.

Their Corporate Culture and Organisational Performance

All these Indian IT companies, the mega ones and hundreds of others of different sizes and capabilities, are at the various ladders of their respective corporate lives. They are passing through different phases of development, have developed their distinct corporate cultures created by their founders and influenced by their assumptions, beliefs, mission, leadership and the core values as also they have achieved their different levels of organizational performance, global operations and global rankings. Some of their leaders are treated at par with the global business leaders where as some of mega Indian IT companies have attained global stature and excellence in performance.

The distinct corporate cultures and organizational performances of these Indian IT companies are found to be moving separately on two tracks. There is no trace of any research work undertaken by any researcher or the companies so far on this topic. The non availability of any company's literature or independent research report, regarding any study on their respective corporate cultures, evaluation of their organizational performance and establishment of correlation between these two

major factors in corporate life – corporate culture and organizational performance, are testimony to the fact. There appears a void and a gap, which needs to be filled up.

Corporate Culture

Corporate culture defines appropriate behaviour, bonds and motivates individuals and asserts solutions where there is ambiguity. The culture of an organization also reflects assumptions about clients, employees, mission, products, activities and assumptions that have worked well in the past and got translated into norms of behaviour, expectations about what is legitimate, desirable ways of thinking and acting.

Also, corporate culture is the internal culture shared and maintained by members of an entrepreneurial organisation in pursuing the accomplishment of its goals. The culture of a given enterprise is gradually formed by its members during the processes of social interaction in dealing with their external and / or internal challenges. And, the values and beliefs of the founder of the organisation may decide goals, functions, and philosophy of management. The top leadership or the leader who holds decision-making power in the organisation may have exerted influence in the formation of corporate culture. Thus, a distinct corporate culture is formed in every business organization or a company, which also exerts impact on the organizational performance in many ways.

Organisational Performance

An in depth study of 'corporate culture' enables us to understand how the cultural heritage of a society makes influence on its economic activity as also, the specific 'corporate culture' of an organisation manifests 'strong correlations' with the 'performance of the organisation'.

It has been found by a number of researchers in this field that 'the more successful companies were those which had strong cultures', and the strong culture was categorized as – "Has a widely shared philosophy of management; emphasized the importance of people to the success of the organization; encouraged rituals and ceremonies to celebrate company events; had identified successful people and sung their praise; maintained a network to communicate the culture; had informal rules of

behaviour; had strong values; set high standards of performance; and, possessed a definitive 'corporate culture'."

Also, 'positive and strong corporate culture, leadership, professionalism, conducive work environment and appropriate technology and work tools in an organization result into higher corporate performance and provide it agility and competitiveness, where as companies lacking in it or not incorporating timely changes in their culture and work atmosphere end up showing poor performance, and even tend toward extinction.' And, to sum up 'a positive and strong culture of the organization is one of the strongest tools and the most important one, to achieve excellent performance in the organisation.'

Their Relevance and Importance

The above findings in the context of 'corporate culture' and 'organizational performance' by various researchers have clearly established their relevance and importance as : "Firstly, there exists a strong correlation between corporate culture and organizational performance. Secondly, a strong and positive culture in a company results into higher organizational performance. Thirdly, culture also provides agility and competitiveness to an organisation. And fourthly, companies lacking in their cultural strengths or not incorporating timely changes in their respective cultures and work atmosphere end up showing poor performance, and even tend toward extinction."

Further, the importance of culture in order to achieve higher corporate performance and organizational success cannot be overemphasized. It is just essential. In this context, various researchers have found that companies, that focus on their people and create a social environment or culture, in which employees can thrive, achieve superior and long-term business success. The role culture plays in performance seems obvious since all businesses are people businesses. The researchers have further added that when people are vested in their work, they work harder, show up on time, stay late when needed and take pride in the company's products or services. They are loyal, committed, and not only their hands but also their heads and hearts are engaged in the enterprise's mission.

Main Reasons Behind Undertaking This Research Work

Several IT software and services companies have emerged during the last two decades in India's sunrise industry sector – the information technology (IT), and attained global stature. Some of the leading ones are Infosys, Wipro, Tata Consultancy Services, Satyam Computer, HCL Technologies and NIIT among others. Their corporate leaders, such as, N. R. Narayana Murthy of Infosys, Azim Premji of Wipro, F. C. Kohli and S. Ramadorai of TCS, B. Ramalinga Raju of Satyam Computer, Shiv Nadar of HCL Technologies, Rajendra S. Pawar of NIIT, and many others have been recognized as business leaders of international stature. These companies have developed their respective distinct corporate cultures. They have been operating globally and performing well and also making impact on the world IT scenario.

But as of date, no authentic research work have been carried out by any researcher in India to understand their respective corporate cultures, evaluating their organizational performance, and establishing correlation between their corporate cultures and organizational performance. It should have been carried out by now to measure them and correlate the corporate cultures and organizational performance of IT companies in India. It has been a long felt need, which was overdue. And, that is the reason this topic has been undertaken for an in depth study and research about the problem to fulfill that long felt need and bridge the research gap.

Incorporating the New Concept of T.O.P.

The present research study has incorporated and is based on a new concept of 'Total Organisational Performance' – the T.O.P. concept, in place of the old concept of 'organisational performance'. The old concept of corporate performance has so far been reflecting mainly financial performance of the companies and found to be gravely inadequate in reflecting companies' performance in totality. And, the new concept of 'total organisational performance' encompasses much wider perspectives of corporate performance. This new management concept not only includes corporates' financial, growth and value creation performance, which are in any case the lifeblood of business and required to sustain them, but it also includes wider and comprehensive performance parameters. In the real sense, they provide them with unique competitive edge, differentiate them from others, add personalities to the corporates and increase their image, brand values, acceptability and ultimately reward them with better economic and financial performance.

This new concept of 'total organisational performance', apart from the economic and financial performance as cited above, further includes multifaceted corporate performance, such as, corporate intangibles like image, personality, leadership and brand values; quality of management, structures, systems, processes, ethical and moral values, quality of work life and physical manifestations; products, services, quality, technology, innovation, knowledge capital creation and pool of talents; their social and environmental responsiveness; and companies' concerns in a balanced way for their customers, employees, shareholders and their definite concerns for the much neglected ones, the other stakeholders, such as, business associates, vendors, suppliers, service providers and the likes, and treating them on equal footing by upholding the concept of 'partners in progress'.

Division of Dissertations

The whole study is divided into ~~nine~~ chapters : Chapter-I deals with the history of Indian IT industry from its origin, growth, development and up to the present position. Chapter-II covers literature survey with a conceptual approach towards corporate culture, organizational performance, corporate culture in knowledge based industries including information technology (IT), and an overview of emerging corporate cultures. Chapter-III is dedicated to the review of literature and reports concerning corporate cultures and organizational performance of six Indian IT companies selected for the present study, such as, Infosys, Wipro, Tata Consultancy Services, Satyam Computer, HCL Technologies and NIIT. Chapter-IV describes the new concept of 'total organizational performance', throws lights on its wider coverage, its importance as also how it provides competitive edge, adds personality to a corporate, increases its brand value and acceptability and finally results into higher economic and financial performance.

Further, Chapter-V, which is devoted to research methodology, main research design and execution side, presents the research methodology and methods used in the present study, and their stage wise execution up to the final stage. This chapter starts from identification of the problem, objectives of the study, scope of the study, hypothesis, research design which includes a well thought and scientifically designed State-of-the-Art 'Research Model', its explanations, sources of secondary as well as primary data, and methodology used in the collection of primary data. It also throws light on how the primary data were collected after having

constructed and tested three sets of instruments / questionnaires, and having administered the various sets of printed questionnaires on a total numbers of 425 purposive samples in and around Delhi during instruments and scales development, pre-testing, testing, weightage and company's classification determination and finally while collecting the primary data. This chapter also includes testing of the collected data for its reliability and dependability of results, and further incorporates limitations of the study, scope for further study, and a brief account of the difficulties faced by the researcher during the research study.

Furthermore, Chapter-VI is devoted to tabulation, analysis and interpretation of the primary data collected by the researcher during the field survey with the help of three different sets of printed questionnaires. Chapter-VII covers establishing of relationships between corporate cultures and total organizational performances of the six selected Indian IT companies, their respective rankings, classifications etc. Chapter-VIII is devoted to verifications of the 'hypothesis' and various enunciations under it. And, at the final stage, Chapter-IX presents the research findings, a quick comparison between major findings obtained through primary and secondary data sources, conclusions, and various recommendations for the Indian IT companies and other business organisations - as the final outcome of this research study.

Also, the 'abbreviations' used in the report as well as the 'list of annexures and tables' are given at the beginning of this report to facilitate convenience to the readers. Besides, two different versions of 'contents' – one in brief ('brief contents') and the other in detail ('detailed contents') are provided before start of the chapters. This arrangement facilitates locating the chapters quickly and going into details of the subject matters, headings, sub-headings etc. wherever required.

And, the 'Appendix' given at the end of this report includes an additional copy of 'research model' (presented separately for a quick reference), one set each of three different 'questionnaires', a number of 'tables', and 'bibliography' at the extreme end. The 'tables' contain various primary data in different forms, their tabulation, correlations between respective corporate cultures and organizational performances, and such other requirements as per the 'research model' and the 'hypothesis'. The systematically arranged large amount of data on these tables formed the basis of data interpretation and arriving at the various outcomes of the research study.

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CHAPTER-I

INDIAN IT INDUSTRY - A GENESIS

CHAPTER-I : INDIAN IT INDUSTRY - A GENESIS

1.0 Introduction

This chapter includes the historical perspectives and different developmental phases of information technology (IT) industry in Indian. The advent and growth of IT in the country is closely associated with the happenings in the IT industry in the western countries and especially in the United States of America. Indian scientists and IT professionals working in the west and particularly in the USA have also contributed a lot in this aspect and made their impacts Indian IT industry felt. The chapter has been divided into four parts – origin, growth, development and the present position. It is being discussed in the foregoing paragraphs under appropriate headings.

1.1 Origin

The origin of computer and information technology (IT) in India is to be traced back, with its origin and development worldwide, and especially in the United States of America. A large number of Indian engineers and scientists, while working with the pioneers and the world leaders in these fields, such as, IBM, Apple, Intel, Motorola, Bell Labs., Texas Instruments, Microsoft, Silicon Valley enterprises and the likes during the last two to three decades; and also as independent entrepreneurs based in Silicon Valley and other parts of America and Europe, have contributed enough towards their growth and development in all the phases.

It has been happening in many ways. Indians working abroad in this field, backed by their enriched experience, expertise and live connections with India, and also establishing computers and information technology related enterprises, research laboratories, software development centers and services etc. back home in India have been the major contributors. Also, their large scale operations in India, and integrating their experience with India's inherent capability in

intellectual and knowledge sector, backed by its well educated, English speaking and intelligent – vast pool of engineers, scientists and software developers have been contributing heavily towards computer and IT related research, growth and development work right from the beginning. And, whether they have been based in India or abroad is immaterial. It is inseparable, as it has been a global phenomenon.

Meyer, Baber and Pfaffenberger (1999)¹, while looking into the origin and growth of computer and information technology (IT), found that ‘the foundations of modern computing were laid by many inventors, and in the years preceding and during World War II, many inventors created electronic machines having characteristics of basic electronic computing machines, and in 1973, a U.S. court declared John Atanasoff, a professor at Iowa State University, to be the “inventor of the electronic computer,” based on an electronic calculator Atanasoff built in the late 1930s’ (p. 1.25).

The above authors further, while looking into the history, identified four generations of computer development as : ‘first generation computers – difficult to program and use and based on vacuum tubes (1950s); second generation computers – easier to program and cheaper and based on transistors (early 1960s); third generation computers – timesharing mainframe and microcomputers (mid 1960s to mid 1970s); and fourth generation computers – much powerful and speedier today’s personal computers (PCs), graphical user interface, local area networks (LANs), internet etc. based on very-large-scale-integration (VLSI) of circuits on a small chip and microprocessors (mid 1970s to the present day)’ – (p.1.25-1.26).

Furthermore, Meyer et. al. (1999)¹, while talking about the advent of the wonder machines in the IT field, observed that ‘the revolutionary personal computers (PCs) – Apple-I arrived in 1977, followed by Apple-II (1979) and IBM-PC (1980). Apple-II and IBM-PCs changed the world, with their unimaginable power and speed in computing and processing, large storage, compact in size, a desk top machine, cheaper and affordable, which sneaked into all spheres of

work and life – offices, factories, large corporations, homes, individuals, professionals and every walk of life’ (p. 1.31-1.33). And, the authors further added that ‘computers and IT include a complete system consisting of hardware and programs or software; and software includes – the system software, application software and large variety of special purpose programs and packages; and a powerful computer without computer program or software, which tells the computer what to do, is simply of no use’ (p. 1.14). Elsewhere, Simmons (1991)² described software as ‘a set of instructions that direct the computer (CPU) to perform a particular set of tasks in a particular order, using specified hardware devices, memory locations etc.’ (p. 181), and program as ‘a series of instructions written by a computer programmer or operator for execution by the computer user’ (p. 158).

1.1.1 Contribution of Indians

The contribution of Indians working abroad is somewhat evident in the second generation computers (early 1960s), evident in third generation computers (mid 1960s to mid 1970s), and much more evident in the fourth generation computers – (mid 1970s to the present day). Indians and India, in the later part of the fourth phase - starting from mid 1980s, engulfing 1990s, and till date in the new 21st century, have taken a lead in computer and IT fields, in India as well as abroad. India has become the choicest destination for all the computers and IT majors of the world – be it new research work in these areas or large volume of operations in software development, business process outsourcing (BPO) and host of other IT based services. But the fact remains that India was a late starter in this field, initially it lagged behind by at least 20 years, but caught up quickly, and India is now in the forefront of all IT related initiatives.

Genesis dates back to 1897 when Kanavi (2003)³, a technology journalist, in his recent book “*Sand to Silicon : The Amazing Story of Digital Technology*” gave an account of Indian achievers and achievements into the very fabric of IT and its brief international history. Kanavi repeatedly reminded us of Indian contributions that tend to get overlooked : Jagdish Chandra Bose created a

semiconductor microwave detector using iron and mercury in his lab in Kolkata in 1897, the year Marconi used a version in his wireless radio receiver. When Neville Mott received the Nobel Prize in 1977 for his work in solid-state electronics, he remarked "Bose was 60 years ahead of his time." This basic research by J. C. Bose in the field of semiconductor 107 year back from now, became the basis of further development of semiconductors, chips and computer technology later on.

Business Today (2002)⁴, observed that 'computer and IT related growth and development in the U.S. had direct impact on computer's growth and development in India which was somewhat evident during the days of third generation computers (mid 1960s to mid 1970s), and much more evident during the fourth generation computers age (mid 1970s till date). Initially the U.S. was the developer of computer technology – hardware and software, and their sole supplier to India and the world; followed by India becoming the major IT software developer, software and R&D services provider to the U.S. and also to some other developed countries, and the U.S. becoming the major market for India in these selected areas' (p. 107).

And now, looking at India's developing major market in the U.S. and a cursory view of developments taking place there in these areas, *Business Today* (2002)⁴ further observed that 'in the U.S., business started using computers beginning the 1950s. A few contract programming firms popped up during the time, and in the decade that followed, more such firms (now known as 'professional services' firms) jumped onto the bandwagon. The 70s saw users accept software as products and pay to use them. The advent of personal computers (PCs) pushed up the demand for software. The International Computer Programs (ICP) – a software buyer's guide – set up the first Million Dollar Awards programme in 1971 to recognize software that fetched \$1 million (Rs. 47 crore) or more in revenues. In that year there were 29 such software products. By 1976 that number had grown to 100. This was just the taking off stage of the software products and IT based services and their demands in the

United States. Around this period the spending on IT in the U.S. grew at 9 per cent' (p. 107). IT and software services growth, development and demand in America had direct bearing on the IT and software services business in India. It provided India an unprecedented opportunity in the IT and software services sector to grow, produce volumes of IT software and provide other IT related services to the U.S. and few other developed or developing markets in the initial years of the revolution.

1.1.2 Indian IT Scenario

Gangopadhyay (2000)⁵, in his study of Indian IT industry, observed : "1975, India is yet to wake up from the realms of red-tapism in the information technology sector, saw computers with uncanny suspicion and very few were aware of its capabilities. Yet, an electrical engineer by training foresees the tremendous potential of IT in India and the man F. C. Kohli declares, "Many years ago, there was an industrial revolution. We missed it due to factors over which we had no control. Today, there is a new revolution – a revolution in information technology, which requires neither mechanical bias nor mechanical temperament. Primarily, it requires the capability to think clearly. This we had in abundance. We have an opportunity even to assume leadership. If we miss this opportunity, those who will follow us will not forgive us for our tardiness and negligence." Twenty five years have passed since Faquir Chand Kohli predicted the emergence of India as an IT major. He is still at helm, shaping the future, laying foundations and directing new IT practitioners towards a better future. Kohli is the deputy chairman of the country's biggest and most profitable software services company, Tata Consultancy Services (TCS)" - (p. 36).

Business Today (2002)⁶, in its article "*6 Those Who Made a Nation Turn Around*", quoted Kohli as "father of Indian software industry" and wrote : "As an electrical engineer, F.C. Kohli was an unlikely candidate to be India's software revolutionary. But, as it turned out, J.R.D. Tata couldn't have picket a better man to lead the Tata group's foray into the then esoteric software business. When Kohli took over the reins at Tata Consultancy Services in 1969, the electrical

engineer from the Massachusetts Institute of Technology only had experience in managing power plants. Worse, computer technology wasn't really a priority for the government. Kohli battled on, managing to get a modest share of the software boom that had begun in the US in the early 60s. The arrival of Rajiv Gandhi and his technology-friendly team opened up opportunities for TCS, and a horde of other software wannabes. Today, TCS is Asia's largest software and Services Company, and set to cross the \$1-billion turnover mark (Rs. 4,700 crore mark in 2001-02, which it crossed in the year 2002-2003) shortly" (p. 102).

Gandhi, 'the father of the nation' liberated millions of Indians from the Britishers way back in 1947 and *Kohli*, 'the father of the Indian software industry' liberated millions of Indians' minds and their intellectual capabilities in the recent decades and brought India to the fore front of development at the world stage. *Kohli* also earned high respect for them and was instrumental in establishing India as a brand and choicest destination for the software technology. The seeds which Kohli sown on the intellectually fertile Indian soils thirty five years back, have been continuously giving rich crops year after year in the form of high quality and large volumes of software, and supplying to the entire world.

1.1.3 The Origin Period in India (1968 to 1980)

In India, as *Business Today* (2002)⁴ observed, 'the first company to look at software as an opportunity was Tata Consultancy Services, which was launched in 1968, and spearheaded by its CEO and the father of the Indian IT industry – the legendary F. C. Kohli, throughout this initial phase. A year later, Mafatlal Consultancy Services came into being in 1969, later followed by DCM Data Products, Hinditron Computer, Patni Computers, Datamatics, PSI Data, and ORG Systems. The software was a cottage industry with just Rs. 4 crore in turnover' (p. 107).

Further, Gangopadhyay (2000)⁵ brought out that 'during mid to late 1970s, TCS started gaining ground in the software business. It bagged software business from Burroughs, the second largest hardware manufacturer in the U.S.

after IBM, during 1973-74 due to the personal efforts of Kohli, followed by the first major order around this period from Institutional Group and Information Co. (IGIC), a data center for 10 banks and 2 million customers in the U.S.. And, another project from American Express on developing an accounts receivables system in 1979 swept TCS off the ground, and there was no looking back for the company' (p. 39-40).

Another important entrant around the middle of the origin period span was HCL group^{7&8} - the company's history goes back to 1975 when six entrepreneurs — Shiv Nadar and five of his associates — decided to create a computer systems and services business in India, started operations in computer hardware and technology at a miniature scale, faced many initial challenges, went through different phases, but remained in the business during this initial phase. Some more companies had also entered the IT field during this period, but mainly in the hardware segment, but could not do well due to various reasons.

Further, the prevailing business environment, unfavourable government policies, red-tapism, various restrictions, foreign exchange shortage debarring imports of components and IT related products, license and quota regime, complex import procedures, archaic procedures of excise and custom clearance, heavy duties etc. - all taken together proved to be detrimental for hardware sector to grow, and software's time had probably not yet arrived, but it exhibited signs to grow in the future. Thus, during this stagnant period of around 12 years (1968 to 1980), many players in the hardware sector could not survive, few of them partially or fully switched over to software later, which was in the stage of infancy and trying to stand on its feet. And, back in the United States, 1977 onwards the software products and IT based services applications and demands were increasing, which started making favourable impact on Indian IT industry. It provided an opportunity and life-blood to Indian IT industry, mainly in the software segment, to survive and grow. And, on economic and business front, there were no much claims during the major part of this period. But beginning with 1977 and till the end of this phase in 1980, some signs of improvement were

evident. However, this learning phase with slow movement and stagnant period had sown seeds for the future growth and development, especially in the IT software segment.

1.2 Growth

1.2.1 Growth Period of Indian IT Industry (1981 to 1990)

The decade 1981s is treated as the growth period and consolidation of Indian IT industry in the IT software business. The growth of Indian IT software business during this period was mainly due to the rapid growth and development of IT sector in the U.S.. By the end of 1970s and specifically 1977 onwards, software and services demand in the U.S. increased considerably. And, throughout this period the spending on IT in the US grew at 9 per cent. It also generated some demand of Indian IT services in America. In India, many players who had entered the IT business in hardware segment earlier and survived in the initial phase, diversified into or quickly switched over to the software segment. Foreseeing it as the new sunrise sector, a large number of new players entered the software field, and some of them made a mark on the international IT horizon later.

1.2.2 Major Players and New Entrants

Tata Consultancy Services^{7&8} - a division of Tata Sons, the holding company of the multibillion Tata Group, India's best-known business conglomerate, was already established in 1968. Its founding was based on the understanding that 'the management problems in Indian industry could be resolved through the effective use of information technology'. Under the leadership of the father of the Indian IT industry and the legendary F. C. Kohli, the company spearheaded the pioneering efforts in creating a globally recognizable brand for the Indian software industry. And, Gangopadhyay (2000)⁵ further observed that 'as U.S. corporations resorted to large scale computing and outsourcing in a big way throughout the decade (1981- 1990), TCS' business flourished through the 1981s. Also, the effort to move away from the onsite work

to offsite development in TCS peaked around 1988. Currently offshore development accounts for 75-80 percent of the work. The shift was marked by the installation of IBM mainframe 3090 in Chennai. With this new development, IBM customers' and IBM research labs.' Projects started pouring in. By the end of this period (1990), TCS had 68 offices in over 50 countries and strong marketing teams positioned around the world' (p. 39-40).

HCL Group's^{7&8} IT business, mainly in hardware and high-end technology, was already founded in 1975 by six entrepreneurs with Shiv Nadar at the helm. Shiv Nadar, a technology savvy man is also known as the '*Cheetah*' of Indian IT industry, a recognition for his sharp moves and technological strength. Having gone through many initial challenges and different phases of business life, the company continued its operations in hardware systems, created high end technologies during this phase and diversified into software operations by creating a separate space under the ongoing hardware business. The company had already started global operations in software and high end technology during this period. The company's initiatives in the various segments of IT business and sharp moves for expansion and new ventures during this growth phase of Indian IT industry provided a base for the company for further development and global operations.

Infosys Technonogies Limited^{7&8}, as a new entrant emerged on the scene when N R Narayana Murthy, Nandan M Nilekani and five others left Patni Computer to form a company of their own with a capital of Rs. 10,000 in the year 1981. The company earned a revenue of Rs. 12 lakh in the first year of its operations, but it could not even cross Rs. 5 crores mark in its one decade of operations or by the end of the present phase in 1990. Infosys, right from its birth, believed in and practiced for - ethics in business and professionalism. Throughout this phase, Infosys was led by its chief mentor and chairman, N R Narayana Murthy. And, the company possessed all the ingredients to grow and succeed, despite unimpressive financial performance during this phase.

Wipro Limited^{7&8}, another new entrant in this field, was a company founded in 1945 initially as an oil company. And Azim Hasham Premji⁹ having discontinued his studies at Stanford due to family circumstances and taking over this family enterprise in 1966 and trying his hands in new emerging fields, Wipro entered IT with India's first mini-computers in 1981 followed by a software company launched in 1984. During the present phase, the company continued and consolidated its position in computer business, and strengthened its position in the software business. Right from day one and a matter of policy, the company gave highest priority to high values, ethical practices, honesty and integrity in business life and searched for the ways to succeed in business while maintaining its values without any compromise. Wipro and its topmost leader Azim Premji exhibited all signs during this period of a bright future of the company, though the take off stage had not come yet.

NIIT Limited^{7&8}, India's first IT Training organization which later on diversified into IT software and solutions business also, was established in 1981 by three young IITians (IIT, Delhi alumnus), Rajendra S. Pawar, Vijay K. Thadani, and P. Rajendran, with a vision to create a unique company with a revolutionary mission of bringing people and computers together--created for the first time in India, which proliferated the use of computers in the country, produced millions of skilled IT professionals and effectively participated in the recent IT revolution which swept the nation later. NIIT, during the current growth phase of Indian IT industry, provided a solid ground with its IT training and education initiatives, for the entire IT industry to develop and grow. The company had sufficient growth during this phase, which provided it a base to become major player in the field later. The top management team of the company constitutes - Rajendra S Pawar, as the chairman of NIIT, Vijay Thadani as the CEO and P Rajendran as its chief operating officer – all three being the co-founder of the company.

Satyam Computer Services Ltd^{7&8}, another major entrant on Indian IT horizon during the current phase, was established in 1987 and headquartered in Secunderabad, India. In a short span of 3-4 years of operations in the remaining

part of this phase, the company made efforts to create a base for further development. Its apex management consists of B. Ramalinga Raju, chairman and B. Rama Raju, managing director. Right from the beginning, Satyam was guided by its philosophy⁷ and well defined core purpose - *"To leverage information, knowledge and technology to enhance human endeavor."*

Apart from above six major players and few of them being the new entrants in this field during the current growth phase (1981 to 1990) of Indian IT software industry, there were hundreds of other entrants and players in this field during this period, and those companies which survived also made useful contributions towards the growth of IT in India.

1.2.3 Indians in U.S. and Indian IT Industry (1981 to 1990)

Indians' contributions towards IT in the U.S., their direct impact on Indian IT business, their own ventures, research labs., software development centers back home, and India's major IT companies' operations in the U.S. and some other countries – all these factors taken together suggest us to discuss such happenings here in brief.

Kanavi (2003)³, while looking at Indians working in computer and IT field in the U.S., further reminded us of the work of 'Indians behind key milestones in computer history : In the 1980s, while the first microprocessors went under the hoods of the first personal computers, Pallab Chatterjee at Texas Instruments was honing the technology to pack more transistors on to a slab of silicon and Tom Kailath, an Indian at Stanford University, developed the signal processing to compensate for the effect of 'masking' during chip production, that revolutionized the computer and information technology world over, with the advent of much powerful, speedier and still much smaller in size and affordable too, the wonder machines called - personal computers (PCs), which encompassed all walks of life and all class of people - business, offices, factories, homes, schools, labs, stores, shops, professionals, students, individuals – a PC was to be found on

everybody's table.' And, the rest is history. Much credit goes to Indians and India as well.

And, 'Vinod Khosla co-founded Sun Microsystems in 1982, a company that created the PC workstation.' Kanavi, simultaneously looking at India and the new initiatives taking place back home, also paid 'tribute to the pioneers of mainframe computer programming in India – R. Narasimhan at the Tata Institute of Fundamental Research (TIFR).'

1.3 Development

1.3.1 Development Period of Indian IT Industry (1991 to 2000)

The decade 1991s, starting from 1991 and closing in 2000, will be remembered as the major development and boom period for Indian IT industry. It took place mainly in the IT software and services sector. India possessed inherent capability in the knowledge and intellectual field. During this period, the initial demand for Indian IT software services was generated in the U.S., followed by worldwide IT services demand by the end of the decade, which was created by an universal phenomenon of 'Y2K' problem, which proved to be an unprecedented opportunity for India as well as Indian IT Industry. Indian IT industry took full advantage of it, and became a major player in the world IT business.

1.3.2 India's Software Industries – a Paradigm Shift

Software proved to be India's revolution for the decade. If the White and Green Revolutions were because of governmental support (in some fashion, at least), the one in information technology happened purely because of free enterprise and because a bunch of techno-entrepreneurs could freely move around the world markets for business. Also, with no finished physical product to show, they could escape the arcane excise and customs laws that stunned India's hardware industry. And, in the beginning, most of the IT software services were exported to the United States, some to Europe and few other countries.

1.3.3 The Turning Point

The turning point for the industry came in 1995, when enterprise resource planning (ERP), and the client-server technology became popular. Suddenly, there was a PC on every corporate desk in the US, and the demand to design and implement ERP systems snowballed. Between 1991 and 1995, the spending on IT in the US grew at a modest 9 per cent. But between 1995 and 2000, it almost doubled to 16 per cent. It provided a bigger opportunity to Indian IT industry to serve U.S. market. Demand of IT services from India accelerated.

Back in India in the early 80s, the then Prime Minister Rajiv Gandhi was clearing the decks for IT. He launched technology missions, and set focus on telecom. In the changing atmosphere, improved telecom and easier import of computers, Indian companies increased their share of business. A shortage of skilled manpower in the US led to Indian companies bagging more onsite projects, and the Y2K bug fear fuelled the demand to an unprecedented level.

The 'Y2K' problem or fear around the year 1999 was a worldwide phenomenon, which brought one time golden opportunity for Indian software and services sector to take off. India possessed the intellectual capability and abundance of well trained manpower - English speaking, intelligent, diligent, skilled IT specialists and programmers and yet cheaper. India, armed with all its competitive advantages and quality human resources did take on the problem and made the best use of the opportunity. The nation turned into a technology destination, got a new confidence and experienced a newly acquired respect in the eyes of the world community.

By the mid-90s, another phenomenon was sweeping across the US. This was the dotcom (internet related commerce) boom. Companies scrambled to ensure their survival by building capabilities that would allow them to interact with customers online. Internet allowed them to create a bigger network of suppliers and dealers. The National Association Software and Service Companies

(Nasscom)⁴ estimated that in 2000, the world market for software services was \$400 billion. The market for software products was another \$400 billion.

1.3.4 Major Players on the IT Scene

Wipro Technologies^{7&8}, led by its topmost leader Azim Premji, a late starter though in the IT software field, its software business became the biggest hit. A big brand makeover took place in 1998 with sunflower logo and '*Applying Thought*' as the tagline. Azim Premji took Wipro to a new height. Wipro, during this period, crossed Rs. 200,000 crore figure with market capitalization to over \$ 50 billion on NASDAQ. Wipro's principal share holder Azim Premji had become a man worth \$ 37.5 billion of personal wealth making him one of the world's five richest man and world's richest Indian in 1999. Also, regarding Azim Premji's personal achievements¹² and as a business leader during this phase, some of the world's leading business magazines rated him as : Azim Premji voted the 15th most powerful man in the world (Power 50,2000, by Asia Week, 2000), Azim Premji in Forbes magazines' list of the world's richest people (1999), Azim Premji in Fortune's Power 25 list, "Businessman of the Year" (2000, by *Business India*), "IT Man of the Year" (1999, by *Dataquest*), Azim Premji among 'The stars of Asia'. The apex management of the company during this period constituted – Azim Premji as chairman of Wipro Limited, and Vivek Paul as vice-chairman of Wipro, and CEO of Wipro Technologies.

Wipro, headquartered in Bangalore, provided during this phase a range of IT services, product design services and business process outsourcing services with six sigma quality consistency to its 300 customers (50 of these being Fortune 500 companies) across the world, through 21,000 IT practitioners and domain consultants and offices and development centers in 30 locations around the world including USA, Canada, Europe, Japan and India.

Wipro was ranked 1st in the year 2000 by *Dataquest*¹⁰. Its financial performance during last two financial years around the end of development phase was recorded as : revenue 1999-2000 (Rs. 2,035.7 Cr.), revenue 1998-99

(Rs. 1,443.2 Cr.), Growth (41.1%); market cap (Rs. 116,882 Cr., as on 31.3.2000, rank 1st), and market cap (Rs. 18,549 Cr., as on 31.3.1999, rank 1st)¹¹ : (Dataquest, 2000)¹¹.

Wipro got several awards¹², recognition, achievements and rankings during one decade of IT development phase and some of them are : 'Wipro's Market Capitalization is the Highest in India' (1999-2000), Among 'Most Respected Indian Company' (ranked - 16th , 1999; and 65th , 1997, by Business World), 'Business Innovation Award' for offshore development (Electronic and Software Export Promotion Council, 1993); certifications like -World's first PCMM and CMMi ver. 1.1 Level 5 company, World's first SEI CMM Level 5 software services company, World's first TL 9000 certified software services company; and Listed at NYSE (WIT), Part of the TMT (Technology-Media-Telecom) Index of the New York Stock Exchange; and so on.

Infosys Technonogies^{7&8}, led by Narayana Murthy as chairman and its chief mentor and Nandan Nilekani as next man at the apex, became a new trend setter during this phase. In the beginning of this phase, Infosys could reach for the first time, Rs. 5 crore mark in the year 1991, in tenth year of its operation. It underwent a major makeover including branding and an initial public offer (IPO) in 1993. It coincided with Manmohan Singh's landmark budget and liberalization of Indian economy around the time. The company simply took off and never looked back and the rest is the history. It achieved various new heights during this period and became an important global player in IT software and services. Narayana Murthy guided one of India's best known software companies through its birth, adolescence and now in its maturing stage.

Infosys, headquartered in Bangalore, with over 19000 employees worldwide, provided consulting and IT services to its clients globally through its worldwide offices and development centers in various countries including Canada, France, Germany, India, Japan, Singapore, Sweden, Switzerland, United Kingdom, and United States among others. Infosys served 345 clients worldwide and many of them being *Fortune 500* companies.

Also, Infosys was a very well globalised company in terms of 'customers' and 'investors'. It was listed on NASDAQ in 1999 during this phase and became the first Indian registered company to do so, and its shares were quoted at 2000 times their paid up value. Also, 30-35% of Infosys holdings were held by foreign investors during this period.

Infosys was ranked 9th in the year 2000 by Dataquest¹⁰. Its financial performance during last two financial years around the end of development phase was recorded as : revenue 1999-2000 (Rs. 882.3 Cr.), revenue 1998-99 (Rs. 508.9 Cr.), growth (73.4%), market cap (Rs. 54,178 Cr., as on 31.3.2000, rank 2nd), and market cap (Rs. 9,358 Cr., as on 31.3.1999, rank 2nd) : (Dataquest, 2000)¹¹.

Infosys got numerous awards¹², recognition and special achievements during the this period : Ranked 'India's Most Respected Company' (6th -1999; by Business World), "National Award for Excellence in Corporate Governance" (2000, by Government of India), , 'India's Most Admired Company' (1999, by *The Economic Times Survey*), "Award for Corporate Excellence" (ranked 1st, 1998), Chairman N R Narayana Murthy conferred 'IT Man of the Year Award' (1996, by *Dataquest*), 'Infosys Foundation established' (1996, focus on contributing back to the society), "Best Annual Report Award" (1996 and every year from 1995, by ICAI), and so on.

Tata Consultancy Services^{7&8}, continued getting the able leadership of the father of the Indian IT industry and the legendary F. C. Kohli during this phase until 1995, and the company further spearheaded towards becoming a global brand and attaining a giant stature. Over the years, TCS has become the '*Jewel in the Crown of Tata*' and Asia's largest information technology company. The next CEO of TCS, S. Ramadorai is regarded as one of the top 25 consultants in the world, and at the helm, Ratan Tata continued as the group chairman.

It has nearly 25,000 consultants and having operations in 55 countries with over 100 branches throughout the world including USA, UK, Europe, Japan, and others, and serving over 1000 clients and many of them being '*Fortune 500*' companies.

TCS continued during these years, India's largest IT enterprise as well as Asia's largest¹⁰ independent software and services organisation. It continued offering a range of IT services and consultation to many different and in diversified technological fields. Also, It remained the single largest software services exporter from India during the development phase of Indian IT and was conferred upon several national and international awards¹², recognition and rankings during this period.

TCS was ranked 2nd in the year 2000 by Dataquest¹⁰. Its financial performance during last two financial years around the end of development phase was recorded as : revenue 1999-2000 (Rs. 2,033.9 Cr.), revenue 1998-99 (Rs. 1,652.3 Cr.), and growth (23.1%).

Satyam Computer Services Ltd^{7&8}, led by B. Ramalinga Raju, chairman and B. Rama Raju, managing director, and though a late entrant in the IT software field, gained considerable strength during this phase of Indian IT. It became one of India's premier IT services company during this period. It also became an important global player during this period and earned name and generated wealth.

Satyam, headquartered in Secunderabad, employed around 11,000 IT professionals during this period and carried out its global operations in its 15 development centers scattered all over the world, 5 located in Indian cities and remaining 10 in USA, UK, Malaysia, Japan, Singapore, UAE and Australia.

Satyam during this development phase of Indian IT provided IT software and services to over 290 global clients which included more than 80 fortune 500 corporations, alliances with over 75 business and technology leaders and presence in 45 countries across 5 continents . And, its IT business included

intelligent applications in technology for diverse situations meeting varying requirements and helping customers in optimizing their strengths and also developed proprietary products during this period.

Satyam was ranked 12th in the year 2000 by *Dataquest*¹⁰. Its financial performance during last two financial years around the end of development phase was recorded as : revenue 1999-2000 (Rs. 677.1 Cr.), revenue 1998-99 (Rs. 378.1 Cr.), growth (79%), market cap (Rs. 22,912 Cr. as on 31.3.2000, rank 3rd), and market cap (Rs. 4,949 Cr., as on 31.3.1999, rank 4th) : (Dataquest, 2000)¹¹.

Satyam Computer had various special achievements¹² and recognition during this period. And, Its chairman B. Ramalinga Raju's was named "IT Man of the Year 2000" by Dataquest magazine and won Ernst &Young Entrepreneur of the Year Award, 1999.

HCL Technologies^{7&8}, led by its founder, chairman, and a visionary corporate leader, Shiv Nadar, became a premier Indian IT company during this phase. The company carried out its operations globally in IT software, services and high end technology segments. This was the period when the company established itself as a leading IT group – HCL group with various companies, ventures and subsidiaries under its fold.

The surge in demand^{7&8} of IT software and services in 1990's led to a rapid rise of software development services within HCL. This resulted in the emergence of HCL's software factories in various geographic locations and finally , the group flagship company HCL Technologies Limited was formed in the year 1991 to serve its clients around the world.

HCL Technologies, during this phase, became a global information technology enterprise headquartered at Noida, and employing 8,748 people in various locations across India, U.S., Europe, Asia Pacific and Japan. Also, the company established 16 fully operational state-of-the-art software development centers and 26 offices in 14 countries and served over 300 blue chip global

clients and provided high-end technology services, and earned good reputation as well as created wealth.

HCL Technologies was ranked 10th in the year 2000 by *Dataquest*¹⁰. Its financial performance during last two financial years around the end of development phase was recorded as : revenue 1999-2000 (Rs. 830.3 Cr.), revenue 1998-99 (Rs. 649.3 Cr.), growth (27.9%), market cap (Rs. 22,174 Cr., as on 31.3.2000, rank 4th) : (Dataquest, 2000)¹¹.

HCL Technologies during this decade got a number of awards¹², recognition and special achievements to its credit. Outstanding Vendor Award' (1998, by Unisys Corporation, USA), 'Best Software Development Award' (1997, in a joint effort with Anderson Consulting, now Accenture, and government of Singapore), 'IT Man of the Year Award' to Shiv Nadar, Chairman and CEO, (1995, by *Dataquest*, for his vision and leadership), and 'QUEST Award' (1994, the Quality and Excellence of Systems and Technology Award to HCL America, by *Datamation*), and so on.

NIIT Limited^{7&8}, led by Rajendra S Pawar, as the chairman of NIIT, Vijay Thadani as the CEO and P Rajendran as its chief operating officer, became Asia's biggest IT Training organization and a premier IT software and solutions company during this phase.

The company's carried out its operations in two complementary sectors - software and education, which brought synergy and an edge over others. It has become a \$167 million global IT company and built up an impressive array of global customers which includes Fortune 1000 companies such as British Airways, ING, Office Depot and Qantas to key Indian state Governments.

NIIT was ranked 6th in the year 2000 by *Dataquest*¹⁰. Its financial performance during last two financial years around the end of development phase was recorded as : revenue 1999-2000 (Rs. 1,095.8 Cr.), revenue 1998-99 (Rs. 861.7 Cr.), growth (27.2%), market cap (Rs. 7,327 Cr., as on 31.3.2000,

rank 5th), and market cap (Rs. 7,187 Cr., as on 31.3.1999, rank 3rd) : (Dataquest, 2000)¹¹.

NIIT, got various awards¹² and recognition during this decade such as : Among "Top 10 India's Leaders" in the "Review 200 Survey" profiling Asia's leading companies (2000, by the *Far Eastern Economic Review*), 'India's Most Respected Company' (1999, ranked 48th by *Business World*), its chairman R. S. Pawar was got the 'IT Man of the Year Award' (1998, by *Dataquest* magazine), and so on.

The above account chronicles the brief history of six leading Indian IT software and services companies during the development phase (1991 to 2000). These companies made their mark on Indian IT software business and emerged as global players on the world IT horizon during this period, created wealth and earned high respect for themselves and the country. There were hundreds of other companies as well, which performed well and moved up the value chain and contributed towards development of IT in India during this period. Also, India's own supercomputers, built by Indians in India during this phase, became a major landmark in the country's IT history.

1.3.5 India's Supercomputer – A Milestone in IT History

Those days were not very far we were at the receiving end when superior technology stared us in the face. In the past, when US continued refusing to sell supercomputers to India for even non defense use like metrological and scientific ones; ultimately India took on the challenge. Its knowledge prowess worked. India developed its own super computers around the mid of the IT development phase (1995) in the country and became the third nation in the world, just after America and Japan, building much advanced super computers. It was a major achievement for the country as well as the IT industry during this period. It became a milestone in India's IT history.

1.3.6 Financial Performance of IT Industry (1991-2000)

The growth and financial performance of Indian IT industry during its development phase was phenomenal. And, during the decade, year 1999-2000 witnessed one of the steepest growth (38%, overall industry)) in software and services sector. The top 20 companies revenues grew by 45.4 % in 1999-2000 (*Dataquest, 2000*)¹⁰ over previous year, exceeding the growth rate of the overall IT industry at 38%. Also, the percentage share of the top 20 companies revenues in the industry grew by 50.2% in 1998-99 to 52.9% in 1999-2000. In a study by *Dataquest (2000)*¹⁰, the top 20 software IT revenue trends during this phase (1990-91 through 1999-2000) were cited as : Year 1999-00 – revenues (Rs. 17,523.2 crore), growth (45.8%); 1998-99 – revenues (Rs. 12,022.4 crore), growth (42.4%); 1997-98 – revenues (Rs. 8442.9 crore), growth (24.9%); 1996-97 – revenues (Rs. 6,760.2 crore), growth (23.4%); 1995-96 – revenues (Rs. 5480.4 crore), growth (40.0%); 1994-95 – revenues (Rs. 3913.7 crore), growth (48.1%); 1993-94 – revenues (Rs. 2,642 crore), growth (34.5%); 1992-93 – revenues (Rs. 1964.4 crore), growth (32.4%); 1991-92 – revenues (Rs. 1,483.9 crore), growth (17.3%); and 1990-91 – revenues (Rs. 1265.5 crore). : (p. 73-75).

Also, IT industry's total financial performance in software and services segment, domestic and exports taken together, during the last two financial years around the end of development phase was recorded as : revenue 1999-2000 (Rs. 18,116 Cr.), revenue 1998-99 (Rs. 12,373 Cr.), and growth (46%). : (*Dataquest, 2000, p. 86-87*)¹⁰.

1.3.7 Indians' Contributions while in the U.S. (1991 to 2000)

Indians working in the U.S. on long or short assignments basis during this period, also contributed a lot in the computer and IT related research and development work. Kanavi (2003)³, further chronicled the major achievements of Indians working in computer and IT field in the U.S., who have been behind key milestones in the computer history as : 'A team of 10 engineers from an Indian IT company working at Intel's labs. in the U.S. took lead and designed and

produced the highest-performing Intel 486 microprocessors in the year 1991 which enabled the small PCs to possess the vast processing capability of a big mainframe computer; Vinod Dham at Intel, created that company's most successful chip ever – the Pentium around mid 1990s, which is still in vogue worldwide with its latest version – Pentium-IV.'

Kanavi further observed that 'while it is rarely appreciated that a significant part in the development of that industry-standard presentation-software, Powerpoint, was led by Vijay Vashee at Microsoft. And, the birth of the internet spawned a new generation of Indian technologists like Sabeer Bhatia who created the Web's first free email service, Hotmail; Arun Netravali, now chief scientist at Lucent Technologies, who provided key building blocks (softwares) for video streaming and digital satellite TV; and N. Jayant of Bell Labs who helped create the MPEG standard for audio compression – all based on digital technology and IT software.'

1.4 Present Position

1.4.1 *Present Period of Indian IT Industry (2001 and beyond)*

The present phase in Indian IT starts from 2001 and the study focuses on the happenings covering the period between 2001 till mid 2004 (till the writing of this thesis report). However, the present period of Indian IT industry would cover the entire decade 2000s, starting from 2001 and closing in 2010.

1.4.2 *Maturing Phase of IT Industry*

The ongoing phase of Indian IT will be remembered as the 'maturing phase' in the IT history of India. The natural intelligence of Indians and global competitiveness of India, in the fields of IT and IT led high-technology, were amply demonstrated during the previous one decade of development phase of IT in India. And, the Indian business leaders and entrepreneurs in the IT software and services fields have proved their mettle during last one to two decades. Some of them in this field have emerged as world class visionary corporate

leaders, such as, F. C. Kohli, the father of the Indian IT industry and the legendary CEO of TCS, N. R. Narayana Murthy of Infosys, Azim Premji of Wipro, S. Ramadorai of TCS, Nanadan M. Nilekani of Infosys, Shiv Nadar of HCL group, Rajendra S. Pawar of NIIT, B. Ramalinga Raju of Satyam Computer, and many others are in the making. Among them, Narayana Murthy and Azim Premji are rated at par with Bill Gates of Microsoft and Jack Welch of General Electric, and S. Ramadorai has already been recognized as the fifth most influential technical figure in the world. These visionary leaders have placed their companies on the world IT map.

1.4.3 Moving Up the Value Chain

At the moment, Indian IT industry in general is moving up the value chain and undergoing its maturing stage. And, a few companies like Infosys, Wipro and TCS have already become matured enough and turned into world class IT companies in a span of two to three decades. Many others are in the making and moving up the value chain. With the current speed and growth of the industry, the entire Indian IT industry is expected to dominate the world IT scenario by the end of this decade. In fact, integration of Indian IT with the world IT has already started with the advent of the new century (21st century) couple of years back. India and Indian IT is riding on the knowledge wave led by the information technology.

1.4.4 Global Integration

The current phase of Indian and World IT is witnessing an interesting phenomenon of shifting towards the other side for different reasons. It started during the last phase of the development period of Indian IT in the previous decade. India did demonstrate its capability, ingenuity, competitiveness and core strengths in knowledge and IT, and did tackled 'Y2K' problem worldwide with great success. It also performed well and provided IT software services throughout the world during the dotcom boom period around the end of previous decade. The whole world realized India's inherent capability and comparative

advantage in this sector. World believed us, provided us opportunity to serve and witnessed us delivering the goods – of high quality, in large quantity, at right time, yet cheaper and global delivery of IT software and services with our commitments. The world was ours. This trend is further continuing in the current phase with the thrust on outsourcing from India.

Indian companies established their global software and services operations throughout the world to serve the market better by taking advantage of being local. And, all the major world IT and technology players shifted their operations in India by establishing their R&D centers, development centers, and their operations in India to take advantage of the high quality, well trained and English speaking and yet cheaper manpower available in abundance. This integration of Indian IT and Global IT is based on age old economic principle of 'comparative advantage – one being a profitable market and the other being the cheaper supplier of high quality manpower. The age old economic principle is still prevailing in this high-tech era and knowledge age of 21st century. India has become the choicest destination for all the IT software and services requirements of the world in the current phase of Indian IT.

1.4.5 A Cursory View at the Happenings

The major Indian IT companies in the current phase have been recognized as the major contributor in the world IT development as well as in providing software and services worldwide. Indian companies like Infosys, Wipro, TCS, Satyam Computer, HCL Technologies, NIIT, I-Flex Solutions, Zensar Technologies, Patni Computer Systems, Birla Soft and the likes have created their software and services facilities and operations worldwide and are providing their services to all the major countries of the world.

On the other hand, most of the world IT majors and technology companies have established their development centers and R&D labs. In India and operating in a big way to serve their own country market as well as the world market and taking advantage of the high quality and cheaper trained manpower available in

India. These companies include – IBM, Intel, Microsoft, Hughes Software Systems, Oracle, SAP, People Soft, SQL Star International, Cognizant, Texas Instruments, Accenture, Polaris Software, Bell Labs., G.E. R&D labs. and the likes.

1.4.6 Major Indian IT Companies in the Current Phase

Infosys^{7&8} has further consolidated its position in the global operations during the current phase. It has become one of India's software giants and turned \$1 billion company recently (2003-04) and became the second Indian IT company to cross this mark. *BusinessWeek* Survey (2004)¹³ of the world's best IT company has ranked Infosys among the top 100 infotech company in the world and it is placed 27th globally. The survey further adds that during 2003-04 Infosys posted revenues of \$1.062 billion (90th best returns), growth rate of 41 per cent (24th), return on equity of 28.3 per cent (14th), shareholder return of 90.6 per cent (25th), and its profits were placed at \$270.3 million.

The apex management of the company includes Narayana Murthy as chairman and chief mentor and Nandan Nilekani as CEO, President and MD. Narayana Murthy guided one of India's best known software companies through its birth, adolescence and maturity for over 21 years including the difficult formative years, then stepped aside in the year 2002 to play its 'Chief Mentor and Ambassadorial Role' like Bill Gates at Microsoft. The company aspires to become one of the top 5 IT company of the world.

During the present phase of Indian IT, four separate studies were carried out by *Business Today* (2000-2003)¹⁴⁻¹⁷ to evaluate India's 500 most valuable companies from all sectors of industry in four successive years, on the basis of financial parameters like market capitalization, assets, sales, profits, earning per share, return on capital employed etc. *Business Today* (2002-03)¹⁷ found the recent financial performance of **Infosys** as India's one of the top **most valuable companies** as - market capitalization (Rs. 25,548.24 crores), rank (4); sales (Rs. 3,622.69 crores), rank (21); assets (Rs. 3,596.91 crores); net profits (Rs. 957.93

crores), rank (6); ROCE i.e. returns on capital employed (47.39 %); with maximum market cap in the year 2000-01(Rs. 46,915.58 crores); and the rankings in market cap in four consecutive years as 4th, 3rd, 4th, and 4th on all industry basis, and the company remained in the top 4 slots in market capitalization in all the four years.

Gandhok, Subramanian and Dwivedi (2001-2004)¹⁸⁻²¹, carried out four consecutive studies during the current phase of Indian IT, for listing of India's 500 biggest wealth creators from all sectors of industry in four successive years, which were done on behalf of **BT-Stern Steward Survey (2001-2004)**. The studies were done on the basis of financial parameters like market value added (mva), economic value added (eva), net profit after tax (nopat), value of prospects, wealth flow, cost of capital, return on capital employed (roce) etc.

Gandhok and Subramanian (2004)²¹ found the financial performance of **Infosys** as one of **India's biggest wealth creators** between 1998-2003 as : rank 2004 (3), wealth added between 2003 and 1998 (Rs. 7,066 crores), change in eva i.e. economic value added between 2003 and 1998 (Rs. 470 crores), change in value of profitability between 2003 and 1998 (Rs. 2,144 crores), change in value of prospects between 2003 and 1998 (Rs. 22,111 crores), and wealth-flow between 2003 and 1998 (Rs. 24,147 crores). The researchers also found the rankings of Infosys, among 500 companies, as India's one of biggest wealth creators in four successive studies for the years 2000, 2001, 2003 and 2004, with its year wise rankings as : 2nd, 3rd, 3rd and 3rd ; and the company remained in the top 3 slots during all the four years.

Infosys has also got numerous awards¹², recognition and special achievements during the current phase. They speak of its strengths and multifaceted performance. Few of them are : consistently ranked 'India's 'Most Respected Company' (ranked 1st - 2003, 1st – 2001; by *Business World*), among 'Best Employers in India' (2003, for world class working environment; by *Business Today* – Hewitt Associates), 'Best Employers in India' (ranked 1st –

2002 and 2001; by *Business Today* – Hewitt Associates), 'Software's Best Employer' (1st – 2001, by *Dataquest*), and so on.

Wipro crossed \$1 billion mark (2003-04) during this phase of Indian IT and became the third Indian IT company to attain this status. In 2003, the company went on an acquisition spree by acquiring BPO, R&D and consultancy companies to strengthen its IT business world wide. *BusinessWeek* Survey (2004)¹³ of the world's best IT company has ranked Wipro among the top 100 infotech company in the world and it is placed 62nd globally. The survey further adds that during 2003-04 Wipro posted revenues of \$1.191 billion (86th best returns), revenue growth at 20.4 per cent (56th), return on equity of 22.9 per cent (26th), shareholder return at 103.9 per cent (9th), and its profits were placed at \$210.8 million. And, regarding Azim Premji's personal achievements, as a business leader during the current period, *Business Week* profiles Premji as 'India's Tech King' (*BusinessWeek*, Oct 13, 2003)¹² of the current era. The apex management of the company during the current phase constitutes – Azim Premji as chairman of Wipro Limited, and Vivek Paul as vice-chairman of Wipro, and CEO of Wipro Technologies.

Business Today (2002-03)¹⁷, in its aforesaid study, found the recent financial performance of **Wipro** as India's one of the top **most valuable companies** as - market capitalization (Rs. 33,731.56 crores), rank (3); sales (Rs. 4,047.50 crores), rank (19); assets (Rs. 4,078.83 crores); net profits (Rs. 813.23 crores), rank (7); ROCE (32.76 %); with maximum market cap in the year 2000-01 (Rs. 61,714.07 crores); and the rankings in market cap in four consecutive years as 2nd, 1st, 2nd, and 3rd on all industry basis, and the company remained in the top 3 slots in market capitalization in all the four years.

Gandhok and Subramanian (2004)²¹, in their study as mentioned earlier, found the financial performance of **Wipro** as one of **India's biggest wealth creators** between 1998-2003 as : rank 2004 (9), wealth added between 2003 and 1998 (Rs. 4,632 crores), change in eva between 2003 and 1998 (Rs. 257 crores), change in value of profitability between 2003 and 1998 (Rs. 1,645

crores), change in value of prospects between 2003 and 1998 (Rs. 25,513 crores), and wealth-flow between 2003 and 1998 (Rs. 27,035 crores). The researchers also found the rankings of Wipro, among 500 companies, as India's one of biggest wealth creators in four successive studies for the years 2000, 2001, 2003 and 2004, with its year wise rankings as : 1st, 2nd, 2nd and 9th ; and the company remained in the top 2 slots during the first three years, but slipped to the ninth position in the fourth year.

Also, Wipro has got several awards¹², recognition, achievements and rankings during the current phase which speak of its standing in the IT business and some of them are : 'Wipro: The Live Wire in Indian High Tech' (*BusinessWeek*, Jan 20, 2003), 'India's IT Power' (*BusinessWeek*, Dec 19, 2002), Ranked 7th amongst software services companies in the world (*BusinessWeek*, Infotech 100, November 2002), Among 'Most Respected Indian Company' (ranked 2nd, 2003, by Business World), Among 'India's 25 Best Employers' (ranked 8th, 2003, by Business Today – Hewitt Associates), Among the 'Top 5 IT Companies' based on return on equity (*BusinessWeek*, Infotech 100, June 2002), Among 'Top 3 Employers in Indian IT' (*Dataquest*, 2002), 'India's Most Valuable Company' (Business Today, BT 500, October 2001), Amongst the 'Top 30 Emerging Economy Companies' (Far Eastern Economic Review, 2001), 'Wipro's Market Capitalization is the Highest in India' (1999-2000), Among 'Most Respected Indian Company' (ranked - 4th, 2001; by *Business World*),and so on.

Tata Consultancy Services^{7&8}, as a division of Tata Sons, the holding company of the \$10.4 billion Tata Group, India's best-known business conglomerate, has been contributing 98 per cent of the revenues of its holding company during the current phase. Over the years, TCS has become the '*Jewel in the Crown of Tata*' and Asia's largest information technology company and now poised to become world's 'top 10 IT companies' after its initial public offering (IPO) in July-August 2004^{7&8}. The current CEO of TCS is S. Ramadorai, who is

regarded as one of the top 25 consultants and 5th most influential technical figure in the world, and Ratan Tata is continuing as the group chairman at the helm.

Today, TCS is a 1.55 billion-dollar company in terms of integrated revenue (2003-04)²² and it was the first Indian IT company to cross the mark of \$1-billion in the year 2002-03. During the current phase, it has further strengthened its position on the world IT map by entering new markets and establishing new development centers in various countries. It has already been serving over 1000 clients and many of them being '*Fortune 500*' companies. TCS has truly become transnational^{7&8} in character and reach – to the extent that eight companies out of '*US Fortune top 10*' are TCS's client. Also, It has been the single largest software and services exporter from India during the current phase of Indian IT.

Also, Rajadhyaksha and Sarkar (2002)²³ and Celestine (2003)²⁴, in their study of leading Indian corporates from all sectors of industry aimed at identifying ***India's Real Worthy Companies***, and having done 'the most rigorous ranking of India's top 500 companies' for the years 2001 and 2002, they have also carried out ranking of computer software companies separately including TCS, on the basis of financial parameters like sales, total assets, net profit, roce etc.

The above researchers, about the worthiness of TCS in the current phase, have established the performance and worth of **TCS** in the all industry category for the recent year 2002 as : rank 2002 (36), rank 2001 (48), sales (Rs. 4,233.2 cr.), sales cagr i.e. compounded annual growth rate (40.9%), total assets (Rs. 7,073.3 cr.), net profit (Rs. 863.3 cr.), and roce (14.6%); and its rankings in the two consecutive years in overall industry category as 48th and 36th; and the rankings of TCS in computer software companies category in these two consecutive years were : 1st and 1st.

Tata Consultancy Services¹² has been conferred numerous national and international awards, recognition and rankings during the current phase of Indian IT. Few recent achievements are : year 2003 – TCS ranked 3rd '*India's Most*

Respected Company' by *Business World*, TCS India's top software exporter in 2002-03, TCS Won Asian Corporate Social Responsibility Award for adult literacy program. TCS became India's first global billion-dollar software organisation (2002-03), TCS received STPI award for exports, TCS continues to be No 1 in IT services (DQ-IDC survey); year 2002 – TCS chief S. Ramadorai received 'Asia Business Leader of the Year Award', TCS joined global leadership consortium to improve software quality, reliability and security; TCS became the first company in the world to be assessed at P-CMM Level 4, Chinese leader Li Peng visited TCS in 2001; and so on.

Satyam Computer^{7&8}, continues to remain one of India's premier IT services companies during the current phase of Indian IT. The company has further strengthened its position in its global operations during this period. And, its chairman, B. Ramalinga Raju has been flexing his IT muscles worldwide for some time, and making efforts to take the company to further heights during the current phase. Satyam's latest financial performance during 2003-04⁷ was : revenues (Rs. 2,541.6 cr.), net profit (Rs. 541.9 cr.), and exports (Rs. 2,472 cr., rank – 4th).

Gandhok, Subramanian and Dwivedi (2001-2004)¹⁸⁻²¹, in their previously mentioned four consecutive studies, Gandhok and Subramanian (2004)²¹ found the financial performance of **Satyam Computer** as one of **India's biggest wealth creators** between 1998-2003 as : rank 2004 (25), wealth added between 2003 and 1998 (Rs. 1,756 crores), change in eva between 2003 and 1998 (Rs. 62 crores), change in value of profitability between 2003 and 1998 (Rs. 1,044 crores), change in value of prospects between 2003 and 1998 (Rs. 5,825 crores), and wealth-flow between 2003 and 1998 (Rs. 6,502 crores).The researchers also found the rankings of Satyam Computer, among 500 companies, as India's one of biggest wealth creators in four successive studies for the years 2000, 2001, 2003 and 2004, with its year wise rankings as : 8th, 6th, 7th and 25th ; and the company remained in the top 10 list during the first three years, but slipped to the twenty-fifth position in the fourth year.

Satyam Computer has various achievements to its credit during this phase (2001 – 2003)¹², such as, listed on New York Stock Exchange (NYSE:SAY) in 2001, bagged 'Frost & Sullivan Award for Competitive Strategy in ASP', rated as one of the '10 Most Well Regarded Companies in India' by Hong Kong based *Far Eastern Economic Review*, ranked 4th twice as India's 'Most Respected Company' in two consecutive ranking years (2003 and 2001) by *Business World*, pioneer in offshore software development concept. And, the Chairman B. Ramalinga Raju's achievements¹² being CNBC's Asian Business Leaders Award for "Corporate Citizen" for 2002.

HCL Technologies^{7&8}, during the current period in Indian IT, continues to be a premier Indian IT company, and a major Indian IT player on the world IT horizon. Shiv Nadar, an ace technologist and a leading IT business leader at the helm, HCL group, with various companies, ventures and subsidiaries under its fold, has emerged as the 5th largest IT group of India in the current phase. It has further strengthened its position as a global IT player during the recent times. HCL Technologies' global customer base has increased by 23 per cent to 454, including 61 Fortune 500 companies and 104 "over \$1 million" clients as per the latest report (Dataquest, 2004)²⁵. Also, the report cites their latest financial performance during 2003-04 as : HCL Technology – total revenues (Rs. 2,325 cr.), exports (Rs. 1,895, rank – 5th); HCL Group – total revenues (Rs. 3,884).

Business Today (2002-03)¹⁷ found the recent financial performance of **HCL Technologies** as India's one of the top **most valuable companies** as - market capitalization (Rs. 5,709.95 crores), rank (22); sales (Rs. 723.42 crores), rank (138); assets (Rs. 2,310.59 crores); net profits (Rs. 401.95 crores), rank (16); ROCE (22.38 %); with maximum market cap in the year 1999-2000 (Rs. 29,413.58 crores); and the rankings in market cap in four consecutive years as 3rd, 7th, 11th, and 22nd on all industry basis, and the company remained on the top 25 list in market capitalization in all the four years.

Gandhok, Subramanian and Dwivedi (2003)²⁰, in their studies as cited earlier, found the recent financial performance of **HCL Technologies** as one of

India's biggest wealth creators between 2002-2003 as : rank 2003 (12), rank 2002 (10), mva 2003 (Rs. 2,792 cr.), mva 2002 (Rs. 5,847 cr.), eva 2002 (Rs. - 108 cr.), eva 2001 (Rs. -58 cr.), roce 2002 (18.2%), roce 2001 (23.0%), capital employed 2002 (Rs. 2,215 cr.), capital employed 2001 (Rs. 1,776 cr.), nopat 2002 (Rs. 404 cr.) and nopat 2001 (Rs. 408 cr.).The researchers also found the rankings of HCL Technologies, among 500 companies, as India's one of biggest wealth creators in three successive studies for the years 2000, 2001 and 2003, with its year wise rankings as : 6th, 10th and 12th ; and the company remained in the top 12 list during all the three years.

HCL Technologies, during the current phase got a number of awards, recognition and special achievements to its credit (2001s – 2003)¹² . It ranked 7th twice as 'India's Most Respected IT Company' in two consecutive ranking years (2003 and 2001) by *Business World*. 'Best Technical Paper in ESRI India User Conference' (2002), *Dataquest* Award for 'Top IT Group in India' (2001).

NIIT Limited^{7&8}, during the current phase of Indian IT industry, remained Asia's biggest IT Training organization and a premier IT software and solutions company, and Rajendra S. Pawar at the helm, it continued its operations in software services and technology development space as an important global player . The top management team of the company during the current phase remained the same - Rajendra S Pawar, as the chairman of NIIT, Vijay Thadani as the CEO and P Rajendran as its chief operating officer. Company's latest financial performance during 2003-04⁷ was : sales (Rs. 364.5 cr.), and net profit (Rs. 18.10 cr.).

Business Today (2002-03)¹⁷ found the recent financial performance of **NIIT** as India's one of the top **most valuable companies** as - market capitalization (Rs. 697.66 crores), rank (118); sales (Rs. 352.12 crores), rank (270); assets (Rs. 895.11 crores); net profits (Rs. 9.10 crores), rank (339); ROCE (4.65 %); with maximum market cap in the year 1999-2000 (Rs. 8,938.14 crores); and the rankings in market cap in four consecutive years as 11th, 12th, 68th, and 118th on all industry basis, and the company remained on the top 12 list in the

first two years market capitalization, but in the last two years it slipped down to lower positions.

Gandhok and Subramanian (2004)²¹ found the financial performance of NIIT as one of **India's biggest wealth creators** between 1998-2003 as : rank 2004 (within next 400), wealth added between 2003 and 1998 (Rs. -3,498 crores), change in eva between 2003 and 1998 (Rs. -112 crores), change in value of profitability between 2003 and 1998 (Rs. 62 crores), change in value of prospects between 2003 and 1998 (Rs. -47 crores), and wealth-flow between 2003 and 1998 (Rs. 116 crores). Gandhok et. al. (2001)¹⁰ have earlier cited NIIT's performance in the first study year (2001)¹⁸ as : rank 2000 (11), rank 1999 (8), mav 2000 (Rs. 6,163.21 cr), mav 1999 (Rs. 10,395.21 cr.), eva 2000 (Rs. 74.91 cr.), eva 1999 (Rs. 53.85 cr.), roce 2000 (34.44%), cost of capital 2000 (17.81%), capital employed 2000 (Rs. 450.43 cr.) and nopat 2000 (Rs. 155.13 cr.). The researchers also found the rankings of NIIT, among 500 companies, as India's one of biggest wealth creators in four successive studies for the years 2000, 2001, 2003 and 2004, with its year wise rankings as : 11th, 62nd, 371st and the fourth ranking lies in the next 401-500 list; and the company was placed in the top 11th slot in the first study year, but it slipped downward in the next three study years.

NIIT, during the current phase of Indian IT, got a number of awards, achievements and recognition, both in IT education and software domains, (2001s – 2003)¹². They are the testimony to the multifaceted performance of the company and some of them are : among the 'Superbrands from India' (2003, by the Superbrands Council), among 25 "Great Places to Work" (2003, by Great Places to Work Institute & *Business World* Survey), among the 'Top 10 Indian Software Exporters' (2003, by Nasscom), 'India's Most Respected Company' (2003, ranked 8th by *Business World*), "HRD Excellence Award" (2002), the only Asian company among the 'Global Top 15 IT Training Companies' (2002 and 2001, by global business intelligence firm, IDC, USA), "Excellence in Exports Award 2001-02" , NIIT students declared the "First Choice of Recruiters" (2002,

by *Dataquest* magazine), among the 'Forbes Global list of 200 Best Small Companies in the world' (2001), ranked the 2nd 'Best Managed IT Company' in Asia' (2001, by Euromoney's), "Outsourcing Contract of the Year Award" (2001, by *Financial Times* publication, The Banker, UK), 'Innovative HR Practices Award' (2001, by the World HRD Congress), among "Top 10 India's Leaders" in the "Review 200 Survey" profiling Asia's leading companies (2001, by the *Far Eastern Economic Review*), "Innovation Award" (2001, by Worldaware, UK), 'India's Most Respected Company' (2001, ranked 5th by *Business World*), and so on.

1.4.7 Indian IT Industry : A General View

The above account has chronicled the brief history of only six leading Indian IT software and services companies during the present maturing phase (2001 till mid 2004, till the writing of the thesis). Apart from these, over the years, a large number of small, medium and a few other large companies of Indian origin have emerged on the Indian IT scene and playing their part in domestic and global operations. Many more companies are quickly moving up the value chain, and are in the making of larger companies. Due to various limitations, it is not possible to discuss about all of them in this study.

Further, Kanavi (2003)³, chronicled the major achievements of Indians working in computer and IT field in India, during the current phase, behind key milestones in computer history as : "H. Kesavan and V. Rajaraman of IIT Kanpur..... A tradition that continued into the 21st century when in August 2002, Manindra Agrawal of the same IIT, with two students, won global recognition for solving the centuries old problem of how to test for prime numbers; and the foray into Indian language computing was led by Mohan Tambe at the Center for Development of Advanced Computing (C-DAC) in India. And, the list goes on"

And, Rajagopal (2003)²⁶, while talking about India's newly acquired self confidence and a high stature on world IT scene during the current phase, observed as "We are now able to **talk to advanced nations on more or less**

equal terms , in terms of expertise, in a few areas and especially in the knowledge and IT , and partnering and collaborating with them, but essentially doing there jobs here in IT, software development, IT enabled services (ITES), business process outsourcing (BPO), electronics and chip designing, and other knowledge areas such as biotechnology, pharmaceuticals, R&D services and a host of other high technology areas. From there to rise to the next level of dominance, though a steep climb is necessary.”

1.4.8 Financial Performance of Indian IT Industry

The financial performance of Indian IT software and services industry during this phase has been encouraging despite slowdown on IT spending in the U.S. and other advanced countries. The performance of IT industry during recent two fiscals has been recorded as : total revenue 2002-03 (Rs. 52,299 cr.), total revenue 2001-02 (Rs. 40,773 cr.), growth (28%); and, export revenue 2002-03(Rs. 45,752 cr.), total revenue 2001-02 (Rs. 36,006 cr.), growth (27%): (Dataquest, 2004, p. 56-57)²⁵.

1.4.9 Indian IT, Indians and U.S. IT : A Global Integration (2001 to 2004)

Kanavi (2003)³, a technology historian, presented many fascinating facts about Indians taking on the global technology arena in the recent days, and informed us about the ‘thaja khabar’ (fresh news) emanating from India’s Silicon Valley, Bangalore, on almost daily basis in the recent days as – “These days, every other announcement of a new IT development seems to involve Indian ingenuity somewhere in the process.....often in the unlikeliest corners.” The author further added few recent happenings as – “recently during the Intel Developers Forum in Mumbai, Krishna Srinivasan, executive vice-president of Sandhill Systems, an Indian IT company based in San Jose, California (U.S.), explains his core work which is an example of e-governance osmosis in reverse, and Sandhill has created E-Forms and a complementary server, ‘SubmitIT’ that key U.S. federal departments are using for electronic capture and transmission of a variety of citizen forms (documents).”

Furthermore, Kanavi observed the recent contributions of Indian engineers and entrepreneurs, based in the U.S. and simultaneously having R&D and IT services operations in India, towards development in the field of computer and IT as : “P. V. Khanna, founder CEO of the California based 24/7 Customer, voice and email-based support services player, informs about his company winning 20 master Black Belts, the Six Sigma Black Belt given for quality of service, and the company being the first Indian contact center ever, to receive the ISO 9002 certification; and, another U.S. Silicon Valley based company, SiNett Semiconductors, unveils the world's first multi gigabit System on a Chip (SoC) for wireless networking applications.....with 150 million transistors on board, and recently its cofounder and CEO Shiri Kadambi landed up in Bangalore to help set up company's R&D center here.”

Moving on, Kanavi (2003)³ further cited - “Two graduate engineers from the Karnataka Regional Engineering College, Aravind Melligeri and Ajit Prabhu, founded QuEST in Schenectady, New York recently, and the company provides critical solutions in aerospace, automotive and power generation industry leaders in the U.S., and their crash analysis work is used by leading manufacturers in Detroit to build better cars, and also, their testing and analysis of aero engine turbines, bolsters new designs that roll out from GE, Pratt and Whitney and other globally respected brand names that go into the Boeing and other passenger aircraft., and 80 per cent of their engineering muscle is located at Whitefield, Bangalore.”

Kanavi (2003)³ continued – “And, Indian engineers at HP labs, Bangalore, a division of Hewlett Packard in India, recently developed an information and communication technology (ICT) based unique product for United Nation's (UN) sponsored World Summit on Information Society (WSIS) in Geneva, the ‘Scriptmail’, an ‘e-inclusion programme’to take IT to the rural heartland of the world's developing nations, which is a handy device on which one can scribe a message in Kannada or Hindi or Telugu and see it converted into machine

readable format and then emailed so that it can then be received and seen exactly the way it was entered.”

1.4.10 Summing-up with Tributes to some of the Leading Lights

Finally, Kanavi (2003)³, while paying tributes to one of the leading lights of Indian IT Industry, observed that “as the Net becomes all pervasive, so seemingly is the inventive reach of Indian ingenuity, and on the global IT road map, each of these developments is one more meaningful signpost for a nation whose earthy goals were elegantly expressed by her most fervent techno-evangelist, the late Dewang Mehta : ‘Roti, kapda, makaan, bijlee aur bandwidth’ (bread, clothes, shelter, electricity and bandwidth).”

And, Sridharan, (2002)²⁷, in his article “The Engines of Revolution”, wrote as – “A Poor Nation Dares to Dream of Economic Stardom, Thanks to a few Visionaries” and paid rich tributes to the ‘Father of the Indian IT industry – F.C. Kohli’ as : “Had not an electrical engineer staked claim to his share of the world’s growing software business and, thus, paved the way for others, India may still be – in the *firangi’s* (the Britishers) mind – the land of *fakirs* (saints, free of worldly things, detached) and exotic, swarthy princes. Not the birth place of Vinod Khosla or N. R. Narayana Murthy. Revolutions are good. Especially when they are wrought by the power of brain and not brawn.”

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CHAPTER-II

LITERATURE SURVEY - A CONCEPTUAL APPROACH

CHAPTER-II : LITERATURE SURVEY - A CONCEPTUAL APPROACH

2.0 Background

Very few studies have been conducted in the Indian context, as is the case in a developing country or the third world when compared to United States, Europe or Japan, both regarding corporate culture and organizational performance in general and that of information technology companies in particular, despite India being a force to reckon with in the IT software and services sector.

2.1 Corporate Culture - A Conceptual Treatment

2.1.1 Conceptual Framework

One of the earliest information on study of culture in the modern times is by Herskovits (1955)¹, who defined it as "Culture is the man made part of the environment. It reflects the way of life of people, their traditions, heritage, design of living, etc. Culture is the very air they breathe and the spirit which permeates their life. It is the totality of belief, norms, and values which is related to the patterned regularity in people's behaviour."

Webster's New College Dictionary (1982)² defined culture as "the integrated pattern of human behaviour that includes thought, speech, action, and artifacts and depends on man's capacity for learning and transmitting knowledge to succeeding generations".

Pareek, (1997, p. 441)³, defined culture as 'cumulative preferences of some states of life over others (values), response predispositions towards several significant issues and phenomena (attitudes), organized ways of filling time in relation to certain affairs (rituals), and ways of promoting desired behaviours and preventing undesirable ones (sanctions).'

2.1.2 Corporate Culture : Development Phases

Anthony, (1994 : 28-30)⁴, while discussing development of cultures in communities which are distinct from their neighbours and easily recognized in ethnic, national and regional entities, argued that “institutions may also possess the characteristics of communities with common cultures, and are layered within broader communities, thereby forming sub-cultures”. The author also quoted Turner (1971)⁵ who had earlier described the features of ‘industrial sub-cultures’, identifiable within the wider culture of Western Europe or the United Kingdom, such as ‘occupational communities’ like steel-making or coal-mining, professional groups like military institutions (recognized by differences like uniforms, traditions and language).

Anthony further cited examples of business organizations like ICI, Marks & Spencer, and Ford Motors having their own ‘distinct sub-cultures’ or ‘corporate cultures’, and maintained that “such cultures in these organisations were not the result of deliberate effort or intention on the part of their founders who established them and operated; but the culture followed and grew out of company’s history, establishing a pattern of ‘the way we do things here’, a distinct culture by itself, which required a necessary conformity on the part of new recruits, and thus distinct corporate cultures were formed which continued.”

Smircich (1985)⁶, having realized that distinctive organizational cultures grow and are established by similarities of required outlook and behaviour over time, observed that “organisations do not possess cultures, they are cultures, the cultural characteristics and the organizations are embedded in each other rather than existing as parallel but separate entities”, and further explained that ‘cultural meanings are usually carried and displayed in symbolic form and can best be recognized in rituals, traditions and rites of passage.’

Schein (1985 : 6)⁷, incorporating the unconscious and unrevealed aspects of cultures, has given the most familiar definition of organizational culture so far as : “a pattern of basic assumptions invented, discovered or developed by a

given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.” Schein further added that “these basic assumptions, beliefs, values and meanings are ‘shared unconsciously, in a taken for granted fashion’ that makes them difficult to discern, even for those that hold them.”

Schein (1983 : 13-28)¹⁸, earlier in his work ‘The Role of the Founder in Creating Organisational Culture’, observed that ‘the leader who holds decision-making power in the organization may exert influence in the formation of corporate culture. And, the value and belief of the founder of the organization may decide its goals, functions, and philosophy of management.’

Meek (1992)⁸, while discussing organizational cultures, argued that ‘the various theories fall into one of two groups’ (1992 : 202-5)⁸. In one, culture is seen as something an organization possesses, ‘Human relations theorists regard culture as something an organization has and which can be manipulated to serve the ends of management’ (1992 : 199)⁸; in the other, culture is embedded in the organisation’s history and structural relationships, ‘culture is something an organization is’ (Smircich, 1985 : 347)⁶. The former represents the managerial view of culture, the latter the anthropological.

Louis (1985)⁹, while describing how culture develops in organizations, stated as “Culture may develop around the top of an organization. There may be a ‘for-public-consumption’ culture at the top, one deliberately designed by ruling elite to be passed down through the organization. Secondly, an emergent yet more public culture may also emanate from the top of the organization. It is the second variant that is usually referred to as the ‘corporate culture’.”

Gupta (1993)¹⁰, while discussing the concept of ‘work culture’ and its development, observed that the “culture has great impact on various aspects of work and organization. The cultural phenomenon when related to work related activities gives concept of work culture.” The author further explained this

concept saying “work culture means work related activities and the meaning attached to these activities in the framework of norms and values regarding work. These activities, norms and values are generally contextualised in an organization. An organization has its boundaries, goals and objectives, technology, managerial practices, material and human resources as well as constraints. Its employees have skills, knowledge, needs and expectations. These two sets of factors-organisational and organismic-interact, and over a time establish roles, norms and values pertaining to work. It is this totality of the various levels of interacting factors around the focal concern for work which is labeled as ‘work culture’ or ‘corporate culture’ (p. 2).”

2.1.3 Corporate Culture

Turner (1990)¹¹, first described corporate culture as “The culture of an organization defines appropriate behaviour, bonds and motivates individuals and asserts solutions where there is ambiguity. It governs the way a company processes information, its internal relations and its values. It functions at all levels from subconscious to visible” (p. 11). The author further elaborated it as “Culture comes from within people and put together by them to reward the capabilities that they have in common. Culture gives continuity, while timely incorporating required changes in its growth and consolidation process, and identity to the group. It balances contrasting contributions, and operates as a self-steering system which learns from feedback. It works as a pattern of information and greatly facilitate the exchange of understanding. The values within culture are more or less harmonious” (p. 21).

One practical definition of corporate culture came from Andre Laurent of Insead (1990)¹² : “An organization’s culture reflects assumptions about clients, employees, mission, products, activities and assumptions that have worked well in the past and get translated into norms of behaviour, expectations about what is legitimate, desirable ways of thinking and acting. These are the locus of its capacity for evolution and change” (p. 21).

Umezawa (1990)¹³, defined corporate culture as the 'firm's specific thinking and behavioural pattern.' In other words, companies may have distinctive pattern of thinking or beliefs, the former is directly observable among the members of the organization while the latter is in their minds.

"Marrin Bower" (1982)¹⁴, for years Managing Director of Mc. Kinsey & Company and author of "the will to Manage", offered a more informal definition - he described the informal cultural elements of a business as "the way we do things around here".

Corporate culture was defined by Walton (1979)¹⁵ as "the combination of attitudes, relationships, developed capabilities, habits and other behavioural patterns that characterizes the dynamics of the organisation".

Gupta, (1993)¹⁰, gave a comprehensive definition of organizational culture as "Culture is specific to one organization, there may be many sub-cultures in an organization, cultures develops through interaction of employees, individuals and group traits and organizational climate, the top management has a role in the development of particular corporate culture and it is a combination of attitudes, relationships, habits and beliefs shared by employees of the organization" (p.2).

Gupta (1993)¹⁰, further clarified that "'work culture' has been used interchangeably with 'corporate culture' or 'organisational culture'. As the work culture reflects the shared values, beliefs and attitudes of the employees toward work, the employees as a whole can be termed as an 'organisation' and the culture reflected by these employees becomes 'organisational culture'. The corporate philosophy and management philosophy have strong impact on organizational philosophies—a major component which determines work culture. Corporate culture, therefore, can be used interchangeably with work culture" (p. 1).

2.1.4 Corporate Culture : Some More Observations

Various philosophers, social scientists and management experts have defined the term "corporate culture" as follows :

Peters and Waltherman (1992)¹⁶, defined corporate culture as "The shared values of an organisation's members."

Kilmann (1982)¹⁷, defined corporate culture as "The collective will of members : what the corporation really wants and what really counts in order to get ahead in the corporation."

Schein (1983 : 4)¹⁸, defined corporate culture as "The sum total of collective and shared learnings of a group."

Schwartz and Davis (1981)¹⁹, gave definition of corporate culture as "A pattern of beliefs and expectations shared by the organization's members that produces norms that powerfully shape the behaviour of individuals and groups in the organisation."

Tunstall (1983)²⁰, defined corporate culture as "A general constellation of beliefs, mores, customs, value systems, behavioural norms and ways of doing business that are unique to each corporation."

Sethia and Von Glinow (1985, as referred)²¹ defined corporate culture as "The shared and relatively enduring pattern of basic values, beliefs and assumptions in an organization."

Sinha, J. B. P. (1990)²², described 'corporate culture' as "the resultant effect of interaction of organizational and organismic factors which is reflected in established roles, norms and values pertaining to work."

2.1.5 Discussions and Analysis : Corporate Culture

A number of scholars, social scientists and organisational psychologists gave various definitions and concepts of 'corporate culture' during the previous decades. Some of them are cited above. Their study largely explained the cultures of the traditional companies (old economy companies – physical material based and lesser knowledge content) which dominated the business scenario then. Organisational culture changes with changing time, technologies, social norms and business environment, and also incorporates new elements in it.

The present research study is focused on corporate cultures of Indian information technology (IT) companies, and IT itself is a recent phenomenon worldwide. These Indian IT companies operate globally and also possess global culture of knowledge based IT companies. The corporate culture in such new breed companies differs from the cultures of traditional companies on several counts. A separate literature survey on 'corporate cultures in knowledge based and IT companies' is presented in this chapter (under heading 2.3) which will bring out relevant facts on this topic. However, many of the basic cultural characteristics discussed above (under heading 2.1, and sub headings 2.1.1 – 2.1.4) are still relevant for the present study. A brief account of the same and inferences drawn are presented in succeeding paragraphs :

'Culture' was seen as the way of life of people and the totality of belief, norms, and values related to people's behaviour (Herskowitz, 1955)¹. It embodies cumulative preferences in the form of values, attitudes towards several significant issues, and also prevents undesirable ones (Pareek, 1997)³. Its development took place as various 'occupational communities' kept forming their own 'industrial sub-cultures' (Turner, 1971)⁵. It forms sub-cultures as communities do and cultures in the organisations were not the result of deliberate effort or intention, but it followed and grew out of company's history, establishing a pattern of 'the way we do things here' (Anthony, 1994)⁴.

The term "corporate culture" has been used to denote the value system or basic beliefs shared by members of an organisation which can be manifested in the norms of conduct, behavioural patterns, clothing and wearing, arrangements of work site, products of work, rituals, and ceremonies, etc. (Schein, 1985⁷; Smircich, 1985⁶). It also reflects 'the collective will of members' – as to what the corporation really wants and what really counts in order to get ahead in the corporation (Kilmann, 1982)¹⁷. The corporate culture of a given enterprise is gradually formed by its members during the processes of social interaction in dealing with their external and / or internal challenges. Nevertheless, the leader who holds decision making power in the organisation may have exerted influence

in the formation of corporate culture (Schein, 1983¹⁸; 1985⁷). The values and beliefs of the founder of the organisation may decide goals, functions, and philosophy of management (Schein, 1983)¹⁸.

Further, culture has been seen as something an organization possesses (Meek, 1992)⁸, and culture is something an organization is (Smircich, 1985)⁶. Corporate culture emerges from the top of the organization (Louis, 1985⁹; Gupta, 1993¹⁰); and it represents norms and values pertaining to work (Gupta, 1993)¹⁰; and it is also 'the way we do things around here' (Marrin Bower, 1982)¹⁴. It is firm's specific thinking and behavioural pattern (Umezawa, 1990¹³; Gupta, 1993¹⁰); and it defines appropriate behaviour, bonds and motivates individuals and asserts solutions where there is ambiguity (Turner, 1990)¹¹. Corporate culture is the combination of attitudes, relationships, developed capabilities, habits and other behavioural patterns which characterizes the dynamics of the organization (Walton, 1979)¹⁵.

Furthermore, corporate culture was seen by various other social scientists and management experts as : shared values of an organisation's members (Peters and Waltermann, 1992)¹⁶; sum total of collective and shared learnings of a group (Schein, 1983)¹⁸; a pattern of beliefs and expectations shared by the organization's members, and behaviour of individuals and groups (Schwartz and Davis, 1981)¹⁹; a general constellation of beliefs, mores, customs, value systems, behavioural norms and ways of doing business that are unique to each corporation (Tunstall, 1983)²⁰; the shared and relatively enduring pattern of basic values, beliefs and assumptions in an organization (Sethia and Von Glinow, 1985)²¹; and, as the resultant effect of interaction of organizational and organismic factors which is reflected in established roles, norms and values pertaining to work (Sinha, 1990)²².

Yet, in a comprehensive, progressive and practical view on corporate culture, it was opined that an organization's culture reflects assumptions about clients, employees, mission, products, activities and assumptions that have worked well in the past and get translated into norms of behaviour, expectations

about what is legitimate, desirable ways of thinking and acting; and also indicated about its evolution and change (Andre Laurent of Insead, 1990)¹².

And, another comprehensive understanding of 'corporate culture' brought out various characteristics together as - culture is specific to one organization, there may be many sub-cultures in an organization, cultures develops through interaction of employees, individuals and group traits and organizational climate, the top management has a role in the development of particular corporate culture and it is a combination of attitudes, relationships, habits and beliefs shared by employees of the organization'. Also, the corporate philosophy and management philosophy have strong impact on organizational philosophies, and 'corporate culture' can be used interchangeably with 'work culture' or 'organisational culture' (Gupta, 1993)¹⁰.

In short, a number of philosophers and management experts touched upon various facets of corporate culture, developed concepts and defined it. Majority of them put values, beliefs, attitudes, norms and people's behaviours in the center and described corporate culture in various ways. Some of them talked about development of culture and sub-cultures. Some scholars also termed it as 'a way of life', some pointed out that culture is firm's specific, and few treated it as collective will of the members. Some of them also treated clothing and wearing, work arrangements, day to day rituals, traditions and ceremonies as cultural characteristics. Some management thinkers opined that culture grew out of company's history, few others observed that members of the organisation formed it gradually, and a few also pointed out that culture emerged from top of the organisation. Some observed that corporate leader vested with decision making power exerted influence in the formation of corporate culture. Also, the values and beliefs of the founder of the organisation may decide goals, functions, and philosophy of management.

Further, Andre Laurent of Insead (1990)¹² gave a comprehensive and practical understanding of corporate culture which presents a progressive approach and was also found be quite relevant for corporate cultures in the

modern day's IT companies. And, Gupta (1993)¹⁰ also presented a comprehensive picture of corporate culture which embodies and explains most of the cultural characteristics brought out by many thinkers in the previous decades.

2.1.6 Inferences : An Approach towards Corporate Culture in IT Companies

Various definitions and concepts of corporate culture given by different scholars and a further discussion and analysis of the same presented as above give a broader and clear picture of culture in organisations. They also enable us to draw some inferences related to '**corporate culture in IT companies (industry)**'. **Knowledge based IT companies may have developed their own 'IT sub-culture'** (industry specific sub-culture : Turner, 1971⁵; Anthony, 1994⁴; Gupta, 1993¹⁰). And, these companies may also have developed respective company or **IT industry specific cultural characteristics** (discussed separately in this chapter later - under heading 2.3 on 'corporate culture in knowledge based and IT companies', and under heading 2.4 on 'the emerging corporate cultures').

However, on the basis of above definitions and concepts, some of the basic cultural characteristics which were brought out by management thinkers in previous decades, may still be relevant to corporate cultures in modern day's IT companies (industry). Thus, an approach towards corporate culture in IT companies is inferred as given below :

- **The corporate culture in IT companies may be reflected in their own 'way of life', value system or basic beliefs, norms of conduct, shared values, attitudes, desired behaviours, bonds and firm's specific thinking** (Herskowitz, 1955¹; Walton, 1979¹⁵; Schwartz and Davis, 1981¹⁹; Tunstall, 1983²⁰; Sethia and Von Glinow, 1985²¹; Schein, 1985⁷; Smircich, 1985⁶; Turner, 1990¹¹; Umezawa, 1990¹³; Peters and Waltherman, 1992¹⁶; Gupta, 1993¹⁰; Pareek, 1997³); **and, clothing and wearing, arrangements of work site, products of work, rituals, and ceremonies** (Schein, 1985⁷; Smircich, 1985⁶; Pareek, 1997³).

- The culture in these companies may also reflect 'the collective will of members' – as to what the company really wants and what really counts in order to get ahead in the company or the company to become globally competitive (Kilmann, 1982)¹⁷.
- In majority of the cases, the leader who holds decision making power in the organisation may have exerted influence in the formation of corporate culture of these companies (Schein, 1983¹⁸; 1985⁷). And, the top management may have played a vital role in the development of this particular (IT) culture in the organisation (Louis, 1985⁹; Gupta, 1993¹⁰).
- In some other cases, the corporate culture in these enterprises may have gradually formed by its members during the processes of social interaction in dealing with their external and / or internal challenges and / or technological challenges (Schein, 1985⁷). Yet, in other few cases, the culture in these organisations may not be the result of deliberate effort or intention, but it may have followed and grown out of company's history (Anthony, 1994)⁴.
- The values and beliefs of the founder of the organisation may decide goals, functions, and philosophy of management in these companies (Schein, 1983¹⁸; Gupta, 1993¹⁰).
- And, the respective organization's culture in these IT companies may reflect assumptions about clients, employees, mission, products, activities and assumptions that have worked well in the past and get translated into norms of behaviour, expectations about what is legitimate, desirable ways of thinking and acting. Also, their cultures will keep evolving and keep incorporating changes in the fast changing information technologies (IT) scenario and business environment worldwide (Andre Laurent of Insead, 1990)¹².

Above inferences and an approach towards corporate culture in IT companies is not yet completed and gives only the partial picture of it. It requires further review of relevant literature related to culture's elements, culture in IT and knowledge based companies, emerging corporate cultures etc. This picture will be clear after further survey of literature, which is presented in this chapter under appropriate headings and sub-headings (2.1.7 - The Elements of Corporate Culture, 2.1.8 - Determinants of Corporate Culture, 2.1.9 Types of Corporate Culture, 2.3 - Corporate Culture in Knowledge Based Companies and IT Industry, and 2.4 - The Emerging Corporate Cultures).

2.1.7 The Elements of Corporate Culture

Deal and Kennedy (1982)²³, in their comprehensive research on corporate cultures of leading eighty American corporations, found that "there are various elements of 'corporate culture' which determine the kind of a company it will be by categorising it as a "strong culture company" or a "weak culture company". These elements influence the culture and performance of the organizations as well as inspire the members or employees and develop loyalty and commitment in them. The authors identified these elements as – 'Business environment, values, heroes / the business leaders, the rites and rituals, and the cultural network' (p. 13-15).

2.1.7.1 Business Environment

Deal et. al. (1982)²³, while discussing business environment, observed that 'each company faces a different reality in the market place depending on its products, competitors, customers, economic scenario, technologies, ecological, political, government influences,...' and so on. The authors further added that 'in order to achieve an edge over others and to succeed in its marketplace, each company must carry out certain kinds of activities very well, viz. manufacturing, selling, R&D and inventions, providing services...' and the likes. And 'the environment in which a company operates determines what it must do to be a success.' The authors further pointed out that the 'business environment is the

single greatest influence in shaping a corporate culture.' Thus, 'companies that depend for success on their ability to sell an undifferentiated product tend to develop one type of culture - a work hard/play hard culture; and other companies that spend a great deal of money on risk prone research and development whose outcome is not known, may tend to develop a different culture - a 'bet your company culture', ...' and so on (p. 13-14).

2.1.7.2 Values and Beliefs : The Bed Rock of Culture

Deal et. al. (1982)²³, while discussing values, observed that 'these are the basic concepts and beliefs of an organisation and as such they form the 'heart' of the 'corporate culture'.' Also, "Values' define "success" in concrete terms for employees' - by suggesting them (the employees) as "if you do this, you too will be a success" - and thereby establish standards of achievement within the organization. And the authors further observed that "'strong culture' companies had a rich and complex system of values that were shared by the employees. Managers in these companies talked about these beliefs openly and without embarrassment, and they did not tolerate deviance from the company standards" (p. 14). They also pointed out that "values are the bedrock of corporate culture" (p. 21); and that these are the "soul of corporate culture" (p. 37).

Further, the authors, while discussing "core values" or the "shared values" in the context of corporate cultures and values, observed that "corporate philosophy and vision shape conduct as well as future of the company. Particular values clearly make sense for specific organisations operating in a specific economic environment. Successful companies place a great deal of emphasis on values. Organisations gain great strength from their "core values" or the "shared values" - with emphasis on the "Shared". The authors further explained that 'if employees know what their company stand for, then they are much more likely to make decisions that will support those standards.' The authors also maintained that "'shared values' define the fundamental character of an organization, the attitude that distinguishes it from others, they create a sense of identity for those in the organization, making employees feel special'; and that

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'values are a reality in the minds of most people throughout the company, not just the senior executives.' They also cited some of the such 'corporate characters' as : "Make great ads" (Leo Burnet Advertising Agency), "Universal Service" (American Telephone & Telegraph - AT & T), "Better things for better living through chemistry" (Du Pont), and so on (p. 21-25).

Pareek (1997: 432)³, while discussing organizational culture, observed that 'values and beliefs are the core of an organizational culture and ethics refers to normative aspects to what is socially desirable'. Oxford Advance Learner's Dictionary (1981)²⁴ described value as 'quality of being useful or desirable, ...goodness, ..worth' (p. 950). And, Atkinson (1997)²⁵, while discussing cultural change and strategies for companies' success, enumerated typical company values as – 'values on growth and success, values on safety, values on job content, values about corporate and community responsibility, values on communication, values about ethical standards of behaviour, values on people development, and values on quality' and also emphasized that 'companies should possess, nourish and develop such values for their long-term success and continuity.'

Deal and Kennedy (1999)²⁶, in their next research based work some two decades later, while discussing values and beliefs, reconfirmed that "beliefs and values form the bedrock of a company's cultural identity. Beliefs are shared convictions, widely accepted notions – which are very important. Values are what we stand for as a group, what we are all about, what we rally around when things get rough." And, the authors also cited an example as - **Johnson & Johnson** – in a positive response to the **Tylenol crisis** (when it ordered massive and expensive product recall which contained poison) was a direct result of its laid down '**philosophy**' : **"We believe that our first responsibility is to the doctors, nurses, hospitals, mothers, and all others who use our products"** (p. 4-5).

Deal et. al., (1999)²⁶ also observed that – "in today's corporations life the link between **values, beliefs, and profitability** leads to creation of **vision or**

mission vision or mission statements. Although the intentions are almost meritorious, the results often fall short of expectations” (p. 5); and they further added that “they (vision, mission..) are not even well understood by the middle or lower rung of management and operational executives”; and “the words and deeds of today’s corporations do not match up”; and the authors lamented that “many laudable value commitments have fallen victim to an emphasis on short-term results and shareholder return, except some notable exceptions” (p. 5).

2.1.7.3 The Heroes and the Business Leaders

In their previous research based work, Deal et. al. (1982)²³, discussed in details about the ‘heroes and the business leaders’ in the corporations, and observed that “these people personify the culture’s value and as such provide tangible role models for employees to follow.” And, further added that ‘some heroes are born - the “visionary” institution builders of their time in various countries of the world - and some are “made” by memorable moment that occur in day to day corporate life’. They also pointed out that ‘smart companies take a direct hand in choosing people to play these heroic roles, knowing fully well that others will try to emulate their behaviour. “Strong Culture” companies have many heroes. At General Electric, for instance, the heroes include Thomas Edison, the inventor; Charles Steinmetz, the complete engineer; Gerald Swope and later Jack Welch, the CEO entrepreneurs. These achievers and leaders are known to virtually every employee with more than a few months or even a few weeks tenure in the company. And they show every employee “here’s what you have to do to succeed around here” (p. 14).’

Deal et. al. (1982)²³ further observed that “something like charisma is attributed to corporate leaders when they are called heroes”. And calling ‘Heroes as the corporate right stuff’, they observed that ‘The hero is the great motivator, the magician, the person everyone will count on when things get tough’ and ‘Managers run institutions; heroes create them’ (p. 37). The authors further explained that ‘heroes are symbolic figures whose deeds are out of the ordinary, but not too far out. They show - often dramatically – that the ideal of success lies

within human capacity', (p. 37); and on heroes' concerns for beliefs and values, the authors observed that 'heroes are concerned with the set of beliefs and values they hold and in making sure these beliefs and values are inculcated in the people around them' (p. 56); and further on priority for company and its goals, they maintained that 'powerful leaders traditionally consider the company first. And like Watson, they "put the business in their heart" (57).'

Furthermore, on corporate leaders and heroes, Bryman (1986 : 185)²⁷ observed that "Leadership is essentially to do with the creation of values which inspire, provide meaning for, and instill a sense of purpose to the members of an organization. The leader is the person who actively moulds the organisation's image for both internal and external consumption and who suffuses it with a sense of direction" (p. 185). And, Schein (1985 : 2)⁷, one of the most authoritative writers on the subject, believed that 'leaders and culture are as interdependent as to be two sides of the same coin' and further opined that "the only thing of real importance that leaders do is to create and manage culture and that the unique talent of leaders is their ability to work with culture" (p. 2).

And going further, on leaders being charismatic, Wortman (1996)²⁸ argued that 'leaders should be charismatic, flexible and inspiring' – especially with regard to those they manage'. And, Anthony (1994)²⁹, while discussing traits of corporate leaders, observed that 'leaders, particularly the inspirational kind, are often described as charismatic which is personal attribute residing in the leader' (p. 38); 'and not something like virtue, supernatural, superhuman or exceptional powers as earlier suggested by Weber' (p. 201, note 2)³⁰.

Bennis and Namus (1996)³¹, on leader's role, suggested "the empowerment - the ability to generate enthusiasm, vision and communicate this to people" – is critical in any leadership role; and, on traits of such leaders, the authors observed that "leaders are visionary in outlook, risk-lovers and independent." And, on this count Burns (1996, as quoted)³² observed that "leaders are independent, visionary and inspirational, driven by long-term goals, visions and objectives and they provide a mission for others, and they expect the

same high standards from their people, and they are the real change-makers; and the leaders have a clear view of what they want to achieve and are less concerned with detail than getting what they want"; and they are interested in "ends rather than means". Elsewhere, Pareek (1997)³, argued that "visioning is the key transformational leadership function" (p. 423-424); and "the main concern of transformational leadership is to get performance from people beyond expectations - by inspiring them, stimulating them and paying attention to them as individuals" (p. 417).

• Smith and Peterson (1988)³³, in their study on 'Leadership, Organisation and Culture', the authors observed that 'it is the leadership which is the rudder of the organization which guides its direction and sail through safely in difficult times'; and that the 'leadership is the key to create a positive corporate culture as well as achieving good organizational performance.'

And, Deal et. al. (1982)²³, on the success of leadership, observed that "The ultimate success of a chief executive officer depends to a large degree on an accurate reading of the corporate culture and the ability to hone it and shape it to fit the shifting needs of the marketplace" (p. 18).

Turner (1990)¹¹, while describing culture and leadership, argued that - 'a most vital connection exists between corporate culture and leadership'; and explained that 'the successful leaders exert their most direct influence upon their companies by using the corporate culture'; and the 'leaders help shape the culture, and the culture helps shape its members' (p. 17).

2.1.7.3.1 Heroic Figures

Deal and Kennedy (1999)²⁶, in their next research work some two decades later, while throwing lights on the corporate leaders and heroes, observed that "cultural tales highlights the exploits of special people"; and in doing so, "stories elevate individual employees, managers, or bosses to special symbolic designation in the culture as heroes or heroines. These gallant characters embody cultural values. In their day-to-day comings and goings, they serve as

role models or living logos, signaling through their words and deeds the ideals to which a company aspires.” The authors also cited the examples of few well known corporate heroes, such as, **Herb Kelleher**, CEO of Southwest Airlines, as “the High Priest of Ha-Ha” for the company’s Halloween party. And that ‘Kelleher’s behaviour reinforces his oft-repeated words that “fun is not a four letter word, as fear is”. Also, ‘He (Kelleher) tells employees publicly that he loves them, reinforcing the company’s reputation as “the airline that love built”. His caring and compassion is heart felt and well received by employees’ (p. 8). The authors further, while discussing other cultural icons, observed that ‘in fact, all the heroic icons do not cluster at company’s apex. They are scattered every where – across functions, divisions, centers, and stations. Recognizing their contributions offers another opportunity to solidify and reinforce cultural values’ (p. 8).

2.1.7.4 The Rites and Rituals

Deal and Kennedy (1982)²³, while discussing rites and rituals in corporate lives (in their previous book), observed that “these are the systematic and programmed routines of day-to-day life in the companies. In their mundane manifestations - which are called rituals - they show employees the kind of behaviour that is expected of them. In their extravaganzas - which are called ceremonies - they provide visible and potent examples of what the company stands for. Strong culture companies go to the trouble of spelling out, often in copious detail, the routine behavioural rituals they expect their employees to follow” (p. 14-15). The authors further added that “strong culture companies create the rites and rituals of behaviour in their corporate life – the rites and rituals that exercise the most pervasive influence on”, and further quoted Bower (1982, as quoted) saying it as “the way we do things around here” (p. 60).

Deal and Kennedy (1999)²⁶, in their next research based work “The New Corporate Cultures” some two decades later, while discussing ritual and ceremony in the context of culture, further pointed out that ‘values and beliefs remain intangible and often difficult to pin down’; and further maintained that ‘anthropologists, while studying primitive cultures, look at repetitious activity –

which they call ritual – for clues about the group's beliefs and values. They study ceremonial occasions to find out what a group deems worthy of celebrating.' The authors further clarified that 'in our modern world, routine activities (ritual) and special celebrations (ceremony) also tell us a lot about how people in groups think and what they value' (p. 5-6). And, while talking on ceremony, the authors observed that '“ceremonies offer periodic opportunities to celebrate who we are, recognize key events” and help mark the passage of time. Most companies – good one at least – convene periodic recognition ceremonies to honor employees and gather people together at seasonal festivities such as the company picnic or holiday party. Like rituals, these events have a symbolic subtext. They provide opportunities for connections, memories, and learning that the regular workday cannot always provide' (p. 6).

2.1.7.5 The Cultural Network : Communications

Deal and Kennedy (1982)²³, while discussing communications within organizations, observed that 'it is the primary but informal means of communication within an organization that exists in the form of 'cultural network'. It is also the “carrier” of the corporate values and heroic mythology. Storytellers, spies, priests, cabals, whisperers, gossips and secretarial sources form a hidden hierarchy of power within the company. Working the network effectively is the only way to get things done or to understand what's really going on' (p. 15). The authors further added that 'This network is actually the primary means of communication within the organization; it ties together all parts of the company without respect to positions or titles' (p. 85).

Deal and Kennedy (1999)²⁶, (after some two decades) in their next research based book "The New Corporate Cultures", reexamined it and reconfirmed 'the existence of cultural network in the organization'. The authors also observed that – “in corporation nothing remains a secret for long due to the existence of this informal network, a communication hub that almost outperforms the official channel or the formal chain of command. Although people have an official job, they often are assigned or take on other duties that won't ever appear

on their business card. These informal players include **storytellers, priests and priestesses, gossips, whisperers, and spies**. People with shared interests may form **cabals** to advance their shared agenda or plot a common purpose.” They further maintained that “the real business of a business gets done by the cultural network. In robust cultures, this informal group players can reinforce the basic beliefs of the organization, enhance the symbolic value of heroic exploits by passing on stories of their deeds and accomplishments, set a new climate for change, and provide a tight structure of influence for the CEO. In toxic cultures, the network becomes a formidable barrier to change” (p. 9).

Deal et. al. (1999)²⁶, while concluding it and envisaging the changing time and conflicting interests, observed that – “in times past the characters of the informal network had the best interests of the company at heart. But in **today’s corporate environment dedicated to shareholder value and short-term results**, efforts of the cultural network turn sour and toxic. **Priestly figures oppose departure from the traditional values. As a result, they are often terminated. With them goes the corporate memory. Tales told by storyteller champion resisters and saboteurs. Gossips leak inside information to outsiders. Spies become whistle-blowers, selling secret information to the highest bidder. Cabals turn on senior executives.** In short, an informal group of cultural players that once contributed to cultural cohesion now becomes a key force in cultural decline” (p. 11).

Turner (1990)¹¹, while discussing importance of communication, first described culture as a pattern – “A culture is no particular thing or object, but a pattern which appears both through time and across the organization” (p. 15). The author further pointed out the ‘importance of communication in developing shared experience in the context of culture’ as “Many cultures facilitate communication, the sharing of experience and information. They can make their members strongly supportive of each other. Corporations may develop patterns of wishful thinking and mutual reassurance” (p. 15); ...and the ‘reason for

working' as "To win the affection of peers and fellow workers can be the ultimate and most powerful reason for working" (p. 16).

2.1.7.6 Discussions : Elements of Corporate Culture

A number of researchers found various elements of corporate culture which are largely responsible for shaping culture in organizations. Deal and Kennedy (1982²³, 1999²⁶) were the pioneer in this field. They carried out two consecutive research studies, first in 1982 and the second in 1999 after a gap of almost two decades. Their research included in depth study of corporate cultures and performance of large number of leading American corporations. As a result of the studies, certain elements of corporate culture were identified and their impact on culture were evaluated by them.

Subsequently, other scholars and management thinkers also touched upon the subject and gave their views on some aspects of culture's elements. Some of them were Smith and Peterson (1988)³³, Turner (1990)¹¹, Bennis and Namus (1996)³¹, Burns (1996, as quoted)³², Pareek (1997)³, Atkinson (1997)²⁵, Bryman (1986)²⁷, Schein (1985)⁷ and Wortman (1996)²⁸ whose observations on different aspects have been cited above. A brief discussion on the subject, various observations of the scholars and their analysis will enable us to draw conclusions and inferences for the current research study. It is given below :

Deal et. al. (1982)²³, found various elements of corporate culture which determine a "strong culture company" or a "weak culture company". These elements influence the culture and performance of the organizations and also inspire the members or employees in a positive way. The elements of corporate culture brought out by them were as given below :

First, **Business Environment** – it is the environment in which a company operates. Each company faces a different reality in the market place depending on its products, competitors, customers, economic scenario, technologies, ecological, political, government influences, local legislations, buyer country's legislations and so on. Business environment determines what the company

must do to succeed. Each company must carry out certain kinds of activities very well. It will provide the company a cutting edge and bring success. And, business environment is the single greatest influence in shaping a corporate culture.

Thus, the importance of business environment in shaping corporate culture as well as succeeding in the market place or the global market place is well understood. The present research study is focused on study of corporate culture of Indian IT companies. These Indian IT companies are in the business of fast changing high technology areas and are operating globally. Hence, business environment is inferred to be the single most important factor influencing their corporate culture and their worldwide operations and success.

Second, **Values and Beliefs** – which are the bed rock of corporate culture. These are the basic concepts and beliefs of an organisation that form the 'heart' of the 'corporate culture'. Values are the soul of corporate culture. 'Values' define "success" in concrete terms. Deal et. al. (1982)²³ also found that 'strong culture' companies had a rich and complex system of values that were shared by the employees. Organisations gain great strength from their "core values" or the "shared values". Values influence corporate philosophy and vision, which in turn shape the conduct as well as future of the company.

In this context, Pareek (1997)³, also opined that 'values and beliefs are the core of an organizational culture and ethics lead to acts and practices what is socially desirable'. Atkinson (1997)²⁵, talked about various aspects of values and ethical practices and emphasized that companies should possess, nourish and develop such values for their long-term success and continuity.

And, Deal and Kennedy (1999)²⁶, in their second study some two decades later, reconfirmed that 'beliefs and values form the bedrock of a company's cultural identity'. And 'beliefs are the shared convictions, widely accepted notions – which are very important. Values are what we stand for as a group, what we are all about'. In order to prove it, the authors also cited example of Johnson & Johnson – company's positive response to the Tylenol crisis which was a direct

result of its laid down **philosophy**. Thus, Deal et. al., (1999)²⁶ concluded that - in today's corporations' life the link between **values, beliefs, and profitability** leads to creation of **vision or mission vision or mission statements** which guide the corporations in their acts and practices.

Thus, various observations on values and beliefs, core values or shared values, ethical values etc. given by different scholars and their impacts on corporate culture support each other's views and reconfirm their importance in corporate life. These basic characteristics of corporate culture appear to be equally applicable in the present study of 'corporate culture of Indian IT companies'.

Third, ***The Business Leaders or Corporate Heroes*** - Deal et. al. (1982)²³ observed that these people personify the culture's value and provide tangible role models. They are the "visionary" institution builders of their time. "Strong Culture" companies have many heroes. Also, some corporate leaders are charismatic. They are called heroes and are corporate right stuff. Business heroes are also great motivator. These heroes create institutions and managers run them. Powerful leaders consider the 'company first' and they 'put the business in their heart'.

Further, corporate leader creates values which inspire the members, and actively moulds the organisation's image (Bryman, 1986)²⁷. Leaders create, manage and work with culture (Schein, 1985)⁷. Leaders should be charismatic, flexible and inspiring (Wortman, 1996)²⁸. Empowerment - the ability to generate enthusiasm, vision and communicate this to people is critical in any leadership role, and leaders are visionary in outlook, risk-lovers and independent (Bennis and Namus, 1996)³¹.

Leaders are independent, visionary and inspirational, driven by long-term goals, visions and objectives and they provide a mission for others, and they expect the same high standards from their people, and they are the real change-makers; and the leaders have a clear view of what they want to achieve and are

less concerned with detail than getting what they want, and they are interested in “ends rather than means” (Burns1996, as quoted)³². And, Visioning is the key transformational leadership function, and the main concern of transformational leadership is to get performance from people beyond expectations - by inspiring them, stimulating them and paying attention to them as individuals (Pareek, 1997)³.

Leadership is the rudder of the organization which guides its direction and sail through safely in difficult times, and it creates a positive corporate culture to achieve good organizational performance (Smith and Peterson, 1988)³³.

A most vital connection exists between corporate culture and leadership - successful leaders exert their most direct influence upon their companies by using the corporate culture, and the leaders help shape the culture, and the culture helps shape its members (Turner, 1990)¹¹ .

Deal and Kennedy (1999)²⁶, in their second research study also pointed out about the existence of ***‘heroic figures’*** in the organizations - as *heroes* or *heroines*. These gallant characters embody cultural values, and they also serve as role models or living logos, signaling through their words and deeds the ideals to which a company aspires.

And finally, the ultimate success of a chief executive officer depends to a large degree on an accurate reading of the corporate culture and the ability to hone it and shape it to fit the shifting needs of the marketplace (Deal et. al., 1982)²³.

Thus, the above observations on *business leaders or corporate heroes, their traits and roles* in the organizations given by various scholars have been presented systematically and in concise forms. These are self-explanatory and give a broader and clear picture of the same. Business leader’s or hero’s key role in building the institution, inspiring and guiding the members of the organizations and shaping organisational culture for the company to succeed need not be over emphasized as they are essential. In short, leadership acts as

the rudder of the organization which takes the company to the desired destination safely. It is one of the most important elements of corporate culture. Hence, it is inferred that this element is equally applicable in the present study of 'corporate culture of Indian IT companies'.

Fourth, ***The Rites and Rituals*** - these are the systematic and programmed routines of day-to-day life in the companies. They also reflect the behaviour of people in the organisations and what is expected of them. Strong culture companies spell out the routine behavioural rituals. The extravaganzas or ceremonies in companies provide visible and potent examples of what the company stands for. In the modern world, routine activities (ritual) and special celebrations (ceremony) also tell us about how people in groups think and what they value. They also give us clues about the group's beliefs and values. Thus, they play important roles in shaping corporate culture, and strengthening and carrying forward group's or corporate's

beliefs and values. Also, in the present study of 'corporate culture of IT companies', the company (or industry) specific rites, rituals and ceremonies are quite evident.

Fifth, ***The Cultural Network or Informal Communications*** - it is the primary but informal means of communication within an organization. It also carries forward the corporate values and heroic mythology. It exists in the organizations in various forms - the Storytellers, spies, priests, cabals, whisperers, gossips and secretarial sources. They also form a hidden hierarchy of power within the company. And, they play their important roles as informal channel of communication and contribute towards cultural cohesion in an organisation. But in today's corporate environment dominated by shareholder value and short-term results, this cultural network has weakened. However, it is going to continue in the companies in some forms or the other. Of course, it may also include modern communication aids like mobile phones, e-mails, SMS, Internet etc. as effective tools of informal communications among the employees in the modern day's corporations.

In fine, the various elements of corporate culture discussed and analyzed as above influence and contribute in shaping up corporate cultures. Most of them appear to be relevant in the case of 'corporate cultures of Indian IT Industry' also which is the topic of the current research study.

2.1.8 Determinants of Corporate Culture

Gupta (1993: 4-5)¹⁰, while discussing the various dimensions which determine the nature of corporate culture or in which the organisational culture is manifested had brought out some important determinants like :

2.1.8.1 Leadership of top management – 'which plays a vital role in the development of corporate culture, its professional approach to management, consensus for the policies, awareness of changing environment, planning practices and decision making system, boundary management i.e. generating support and resources from outside, visioning and translating them into reality etc.'

2.1.8.2 Trust among employees – 'a good organisational culture is always based upon the level of trust among employees.'

2.1.8.3 Communication system - work culture of an organization can be judged through the analysis of its communication process, and the communication can be open, encouraging, inter-unit, top-down, down-top or horizontal.'

2.1.8.4 Management of differences and conflicts – 'conflicts being the part of organizational process and inevitable, and the quality of organisational culture are determined by how conflicts are being managed.'

2.1.8.5 Response to change – 'change is inevitable, changes may occur in industrial environment, political set-ups, economic conditions, technology and management styles, and organizations may vary in their policies to cope up with the change, and an organization which is in high technology (like information technology – which is related to the topic of this research study), high competition environment, and an organization producing short life cycle products (again,

information technology being a fast changing one, falls under this category) is bound to have inclination towards change.'

2.1.8.6 Employees job satisfaction – 'a major determinant of positive organisational culture, and employees with positive attitude derive greater satisfaction out of their jobs, and thus creating a positive work culture as well as positive relationship with each other.'

2.1.8.7 Team work and cooperation – 'being one of the characteristics of conducive organizational culture and very important as well.'

2.1.8.8 Union management relationship – 'being the important link between management and workers – a good employee and management relation is a basic requirement for a positive and strong corporate culture.'

2.1.8.9 Sense of belonging – 'the identification of employees with the organization being a healthy sign of corporate culture, it generates positive attitude towards work and the employees work hard and give their best.' And,

2.1.8.10 Activation of individuals in group – 'the personality factors of employees having bearing on the corporate culture of the organization, employees involvement in social activities, informal groups, and level of interpersonal relations determine the corporate culture, and this factor is partially affected by organizations attitude towards informal groups.'

2.1.8.11 Discussions : Determinants of Corporate Culture

- 、 Gupta (1993)¹⁰ brought out various determinants of corporate culture. They are the key factors in organisational life, which determine what kind of corporate culture would develop in a company. The major determinants of corporate culture were identified and explained above (under sub-headings 2.1.8.1 – 2.1.8.10). These are - *leadership of top management, trust among employees, communication system, management of differences and conflicts, response to change, employees job satisfaction, team work and cooperation,*

union management relationship, sense of belonging, and activation of individuals in group. These are self-explanatory and important in corporate life.

Moreover, their explanations have been given above, which also signify their relevance in shaping corporate culture. The importance of some of these determinants, such as leadership, communication, response to change etc. in shaping corporate culture were already discussed in details under elements of corporate culture (under heading 2.1.7 and sub-headings). Other factors like - trust among employees, managing differences, employees job satisfaction, employees – management harmonious relationships, sense of belongings, social activities, informal groups and level of interpersonal relations etc. would also go a long way in determining the corporate culture of an organization. Thus, these basic determinants of corporate culture should be equally applicable in determining corporate culture of information technology (IT) companies in India.

2.1.9 Types of Corporate Culture

Management thinkers have classified corporate culture into various types and discussed about them. Some of them relevant to this study are cited below :

2.1.9.1 The Vitalized Type Culture

Prof. Toyohiro Kono's (1993, as referred)³⁴ classified 'corporate culture' into five types. The very first of the five types, the **vitalized type** one, was explained by him as **"All members put emphasis on innovation, have a sense of one family or one community, and share common values. The goal of organization is clearly understood and the members understand the meaning of jobs clearly. Information is actively collected from external sources, and is customer-oriented. The organization has good communication both vertically and horizontally. Ideas for improvement are presented voluntarily, and members perform duties in anticipation of the expectations of others. Opposing ideas towards seniors and colleagues are presented. Members take risks also, members feel that there is little social distance between them and their seniors. They do not hesitate to call their**

seniors by name. The vitalized culture tends to reproduce new strategies, to implement their will and have high productivity.”

In above, the author has emphasized that ‘vitalized type of corporate culture being the most favourable, companies ought to possess a vitalized type of culture.’ Further, Prof. Kono also discussed the four types of factors that formulate corporate culture as : First, *the corporate philosophy* – ‘it describes the desired value of the corporations and the desired way of thinking and it thus affects the pattern of behaviour.’ Second, *the product-market strategy* – ‘it determines the job position which affect the behaviour pattern through experience.’ Third, *the organizational structure and personnel management system* – ‘in which the organizational structure defines the communication pattern and responsibilities of each member and the personnel management system stipulates the reward and punishment system.’ And, the fourth one, *the attitude of top management* – ‘which affects the other three.’ Thus, these four factors influence the corporate culture of an organization.

2.1.9.2 Market Place Factors Led Cultures

Deal and Kennedy (1999)²⁶, while discussing the types of cultures existing in various corporations, pointed out two market place factors that influence cultural patterns and practices. They were, first, ‘the degree of risk associated with a company’s key activities’, and second, ‘the speed at which companies – and their employees – get feedback on whether decisions or strategies are successful.’ And, the authors, also found that the market realities are dichotomized into **high / low risk, and quick / slow feedback**. Then he further categorized four generic cultural types as :

2.1.9.2.1 The Tough-guy, Macho Culture : First , ‘**the tough-guy, macho culture** is a world of individualists who regularly take high risks and get fast feedback – viz. investment banking, advertising, television, movies, sports, entire entertainment industry; their financial stakes are very high; chance plays a major part in tough-guy cultures’ (p. 12).

2.1.9.2.2 The Work Hard / Play Hard Culture : The second, **'the work hard / play hard culture'** is the world of sales, where fun and action are rule in which individual employees take few risks but receive quick feedback on whether they were successful or not - viz. most of the sales driven companies fall into this work hard / play hard category which include computer companies, office equipment suppliers, most high-tech start-ups, and a whole raft of support industries like automobile retailing, telemarketing, stock-broking etc; success come with persistence and frenetic level of activity; the heroes of this culture are super salespeople' (p. 13).

2.1.9.2.3 The Bet-your-company Culture : Third, **'the bet-your-company culture'** is one where big-stakes decisions are taken and years pass before employees know whether the decision was right - viz. capital-goods companies, mining and smelting companies, large-system businesses, oil companies, and service businesses; in these the corporate bettors may risk the future of the entire company; and in one or two bad decisions the entire enterprise may sink; in such environment, well deliberated collective decision would always be a better choice; it is best symbolized by the slogans of some of the major players in this sector of the economy : **"Progress is our most important product"** (GE); **"Better living through chemistry"** (Du Pont); **"Alcoa can't wait for for tomorrow"** (p. 13-14).'

2.1.9.2.4 The Process Culture : And, fourth, **'the process culture'** is a world of little or no feedback, where employees find it hard to measure what they do; instead they concentrate on how it's done; and this is low risk, slow-feedback corner of the world - viz. banks, insurance companies, financial-service organizations, most retailers, utilities, and heavily regulated industries like pharmaceutical companies etc.; and the employees in this work culture get virtually no feedback, and they have no idea how effective they are until someone blames them for something; and this lack of feedback forces employees to focus on how they do something, not what they do; and the values in this culture center on technical perfection – figuring out the risks and solutions

and getting the process and details right. “Underwriting Excellence,” the Chubb Insurance slogan, is a good example and is “Strive for Technical Perfection.” (Price Waterhouse & Company)’ (p. 14).

2.1.9.3 Discussions : Types of Corporate Culture

Prof. Kono (1993)³⁴ classified corporate culture into five types. The first of the five types - *the vitalized type culture* – which includes innovation, a sense of one family or one community, shared values, organizational goal, clarity in job responsibilities, importance of information, welcoming new ideas for improvement, customer-orientation, risk taking, good communications, openness, democratic norms, informal environment, good employees-management relationships, new strategies for high productivity, little social distance between juniors and their seniors etc.

The vitalized type culture was found to be most favourable and progressive. It also possesses the characteristics in line with the present research study problem – i.e. corporate culture in information technology (IT) companies in India. Hence, the characteristics of culture identified by Prof. Kono may be considered for studying the culture of these IT companies.

Moreover, four types of factors that formulate corporate culture were also discussed. These are - *the corporate philosophy, product-market strategy, organizational structure and personnel management system, and the attitude of top management*. Some of them have already been discussed earlier (under headings 2.1.7 and 2.1.8 and sub-headings). Their importance in shaping culture were already established. These factors may be equally applicable in the present research study problem i.e. corporate culture of Indian IT companies.

Deal and Kennedy (1999)²⁶ talked about four types of corporate cultures – which were based on market place factors like - *high / low risk, quick / slow feedback*. On this basis, they were further categorized into four types - first, *the tough-guy, macho culture* (individuals taking high risks and getting fast feedback); second, *the work hard / play hard culture* (sales oriented, where fun

and action being the rule); third, *the bet-your-company culture* (big-stakes decisions taken, research oriented, may risk the future of the entire company); and, fourth, *the process culture* (little or no feedback, values in this culture center on technical perfection).

It has already been established that market place factors or business environment play crucial role in shaping culture of the companies operating in certain environment. In the present case, study of corporate culture of Indian IT companies, which are operating globally, market place factors must be playing important roles in shaping their corporate cultures. One or a combination of a few of these factors must be influencing the corporate cultures of these IT companies.

2.2 Corporate Culture and Organisational Performance

2.2.1 Conceptual Framework : Strong Culture Companies

Deal and Kennedy (1982)²³, having done corporate culture and organizational performance analysis of eighty leading American corporations, found the existence of 'strong culture companies', and gathered evidence which proved that the 'impact of their values and beliefs on company performance was indeed real' (p. 7). The authors further observe that 'companies that have cultivated their individual identities by shaping values, making heroes, spelling out rites and rituals, and acknowledging the cultural network have an edge.' And, that 'these corporations have values and beliefs to pass along-not just the products or services. They have stories to tell - not just profits to make. They have heroes whom managers and workers can emulate - not just faceless bureaucrats.' The authors further argued that 'they (corporations) are human institutions that provide practical meaning to people, both on and off the job'; and that 'people are a company's greatest resource, and the way to manage them is not directly by computer reports, but by the subtle cues of culture' (p. 15); and that 'a "**strong culture**" is a powerful lever for guiding behaviour; it helps employees do their jobs a little better, especially in two ways' (p. 15) :

First, **“A strong culture is a system of informal rules that spells out how people are to behave most of the time”**; and, the authors explained that ‘by knowing what exactly is expected of them, employees will waste little time in deciding how to act in a given situation. In a weak culture, on the other hand, employees waste a good deal of time just trying to figure out what they should do and how they should do it. **The impact of a strong culture on productivity is amazing.** In the extreme a fair estimate could be that a company can gain as much one to two hours of productive work per employee per day ‘(p. 15).

And, Second, **“A strong culture enables people to feel better about what they do, so they are more likely to work harder”**; and, the authors explained that ‘when a sales representative can say **“I am with IBM”** rather than “I peddle typewriters for a living”, he will probably wear in response, **“Oh, IBM is a great company, isn’t it?”**, and he quickly figures out that he belongs to an outstanding company with a strong identity. For most people, that means a great deal. The next time they have the choice of working an extra hour or sloughing off, they will probably work whole heartedly. Overall, this has an Impact on productivity too’ (p. 16).

2.2.2 Impact of Culture on People's Life and Performance

Deal et. al. (1982)²³, while discussing the impact of culture on the people's life and work performance – a human resource related performance as a component of organizational performance, further observed that “people at all stages of their careers need to understand culture and how it works because it will likely have a powerful effect on their work lives. The authors further add that people just starting their careers may think a job is just a job, but when they choose a company, they often choose a way of life. The culture shapes their responses in a strong, but subtle way. Culture can make them fast or slow workers, tough or friendly managers, team players or individuals. By the time they have worked for several years, they may be so well conditioned by the culture they may not even recognize it. But when they change jobs, they may be in for a big surprise and would really realize the impact of the company culture on their

life and behavioural pattern. The authors cite example of a General Electric executive - groomed in a thoughtful, serious, respect for peer group, considerable deference for authority, but slow-moving culture of GE, will be found quite unfit if he switches over to Xerox, which is having a totally different culture than GE. Success and even survival at Xerox is closely tied to an ability to maintain a near frenetic pace, the ability to work and play hard, Xerox-style" (p. 16).

2.2.3 Culture and Organisational Performance

2.2.3.1 Performance of Knowledge Based Companies

Turner (1990)¹¹, While describing corporate culture, pointed out 'the importance of corporate culture of knowledge based companies for achieving high performance' and observed that "In the world of increasingly 'flat' companies and sophisticated "knowledge-based" products, control and understanding of an organization's corporate culture are a key responsibility of corporate leaders, as well as a vital tool for management if it is to encourage high performance and maintain shareholders value" (p. 11). The author further argued that "All cultures are in responses to corporate dilemma. The role of the corporate leader is to manage conflicting needs in a synergistic way, creating an environment in which opposing forces can be reconciled to create rapid and strong growth" (p. 11).

2.2.3.2 Culture Brings Success and is Alterable

The above author (Turner) further associated 'success and competitive advantage to culture' and observed that, "In corporations, culture is used to explain why nothing seem to work, or why competitors are so much successful. Culture is thought to bestow unique competitive advantages and/or dire limitations.The rule applies equally to the uniqueness of all distinctive cultures or corporate cultures". Turner further argued that "Corporate culture is describable, measurable if necessary and, within limits, alterable" (p. 11); and further explained that 'suitable methods and tools can be designed to alter,

modify, fine tune and to bring required changes to strengthen corporate cultures to become more effective, and it will also give basic foundation materials to build new corporates with strong and effective cultural foundations for being successful in the fiercely competitive environment.'

2.2.3.3 People's Performance as Organisational Performance

Deal and Kennedy (1999)²⁶, observed that "companies that focus on their people and create a social environment – or culture – in which employees can thrive achieve superior, long-term business success. The role culture plays in performance seems obvious since all businesses are people businesses." The authors further added that, "when people are vested in their work, they work harder, show up on time, stay late when needed and take pride in the company's products or services. They are loyal, committed, and interested in the collective welfare as well as their individual careers. They speak up when things need to be changed rather than letting some bad thing to happen. **Not only their hands but their heads and hearts are engaged in the enterprise's mission.**" And, the authors maintained that "the biggest single influence on a company's culture is the broader social and economic environment in which the company does business. A corporate culture embodies what it takes to succeed in a particular socioeconomic context – i.e. if hard selling is required for success, a culture will encourage people to sell and sell hard; if manufacturing precision is the requisite for success, a company will see that people employ strict standards to guide their work – as in the case of various Japanese corporations" (p. 21).

The authors further pointed out that after their first research work and initial version of "*Corporate Cultures*" (1982)²³, a large chorus of executives and academics such as Edgar Schein, Stan Davis, Ralph Kilmann, and Tom Perers among others had further carried out further research work and writings under the same overall concept and strengthened authors' views and reconfirmed the results (p. 21-22)

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Furthermore, the authors in this context cited the views and live experience of a few chief executive officers of leading American corporations to strengthen their (authors') analogy and results as : Starbucks CEO, Howard Schultz (1997)³⁵, puts the term 'culture' this way : "If people relates to the company they work for, they will pour their hearts into making it betterI pour my heart into every cup of coffee and so do my partners at Starbucks"; Continental Airlines CEO, Gordon Bethune (1998)³⁶, says it little differently : "Whatever problems you run into in running a business, they are all people problems Businesses are run by people. So at the root of whatever problems you have in your business you'll find people A lot of managers and executives miss the forest for the trees by forgetting to look at their people"; Herb Kelleher and Colleen Barrett (1996)³⁷, Southwest Airlines CEO and Chief Operating Officer, respectively, credit culture for shaping their enterprise : "Culture is one of the most precious things a company has, so you must work harder on it than anything else"; and Kevin and Jackie Freiberg (1996)³⁸, whose chronicle of Southwest Airlines, *Nuts!*, received a lot of attention, write, "The idea of corporate culture is too important to the effective functioning of today's corporations to be dismissed as a fleeting craze. Culture is the glue that holds an organization together" (p. 22).

Deal et. al. (1999)²⁶, while looking closely at the highly respected companies, asserted that they are bound to have 'distinctive culture', and quoted *Fortune* magazine which reached this conclusion in its survey of businesses with stellar reputations : **"The one thing that set the top-ranking companies in the survey apart is their robust cultures"**; and the authors further concluded that 'people do matter in business, and culture plays dominant role in holding people together and giving their efforts focus and meaning and thereby achieving superior organizational performance and greater success of the companies' (p. 22-23).

2.2.3.4 Corporate Culture and Financial Performance

Deal and Kennedy (1999)²⁶, having established the importance of culture to superior corporate performance, moved on to examine strong cultures regarding their financial performance. Here, the authors pointed out that based on their earlier research work in 1992, they had cited a number of American companies as exemplars of the then emerging management philosophy – i.e. ‘corporate culture’ – which included Caterpillar, General Electric (GE), Du Pont, Chubb Insurance, 3M, Jefferson-Smurfit, Digital Equipment, IBM, Dana Corporation, Procter & Gamble, Hewlett-Packard, Johnson & Johnson, Tandem Computer, and Continental Bank among others. Most of these companies did fare well during their travel of two decades period; except for a few exceptions like IBM faced financial losses; Tandem and Digital also did not do well and were acquired by an upstart like Compaq; Hewlett-Packard got merged with Compaq; and some more such cases came to light during the consolidation phase of U.S. industries.

Moving on, the authors also added that further researches show that had one put his money in the year 1982 in above mentioned culturally admired companies and purchased one share of each company (some of them were not even listed on the stock market that time), **his initial stake would have increased by a hefty 987%** through the year 1998 i.e. in 16 years time. In the contrast, had one invested his money in the Standard & Poor’s (the famous rating organization) average, the most broadly based index of stock market performance, **his stake would have increased by only 538%** - around half what one could have gained by betting one the **culturally sound and exemplary companies** on this account; the authors, while concluding, asserted that **“this simple arithmetic alone is enough to substantiate that a company’s culture turns out to be a major determinant of its future economic success”** (p. 23-24).

2.2.3.5 Strong Culture and Long-Term Performance

Deal and Kennedy (1999)²⁶, while reviewing research findings of various studies carried out by other researchers in this area, observed that 'Various other researchers, with their more recent work and sufficient depth of study, have further added verification and strengthened the belief', and quoted them as :

John Kotter and James Heskett (1992)³⁹, the two respected professors at Harvard Business School, in their book 'Corporate Culture and Performance', based on a series of four empirical studies between 1987 and 1992 and exploring over 200 companies in considerable depth, had come out with their conclusions as : First, 'corporate cultures have a significant impact on a firm's long-term economic performance'; second, 'corporate cultures will probably be an even more important factor in determining the success of next decade (i.e. through the year 2002)'; third, 'corporate cultures that inhibit strong long-term financial performance are not rare; they develop easily, even in the firms that are full of reasonable and intelligent people'; and fourth, 'although tough to change, corporate cultures can be made more performance enhancing'. And the authors further maintained that **"based on solid academic research, these conclusions confirm the correlations between corporate culture and long-term performance"**(p. 24).

Also, other researchers - Kotter and Heskett (1992)³⁹ looked at financial performance over a ten year period. They analyzed 207 companies – the largest nine or ten firms in twenty-two different U.S. industries. Using a survey questionnaire, the authors were able to construct an index measuring the relative cultural strength of 202 of these companies. Then they evaluated the companies' 1977-1988 financial performance using three different measures : first, average yearly increase in net income; second; average yearly return on investment, and third, average yearly increase in stock price. Then, the research data and their further analysis established that during the study conducted between 1977 and 1988. The outcome was as : first, culturally strong companies averaged 571% higher gains in operating earnings than those more culturally deprived over the

eleven years period; second, companies with highly rated cultures averaged 417% higher returns on investment than their less culturally robust counterparts; and third, companies with strong cultures saw their stock prices increase 363% more than their culturally challenged peers over the time span of the study (P. 24-25).

Deal et. al. (1999)²⁶ further added that their own analysis of Kotter and Heskett's data confirmed that 'strong-culture companies massively outperformed weak ones between 1977 and 1988'; and the authors further asserted that their "1982 assertion(i.e. based on the outcomes of their first study), emphasizing cultural robustness, were vindicated with these positive results"(P. 24-25).

2.2.3.6 The Financial Success of Visionary Companies

Furthermore, Deal et. al. (1999)²⁶ had cited the outcomes of the second major study of the **link between 'culture and performance'** (although using slightly different language) which was published in 1994. The researchers James Collins and Jerry Porras in their work , "Built to Last : Successful Habits of Visionary Companies" (1994)⁴⁰, examined the history and financial track records of thirty-six companies dating back to the 1920s.

Some of the visionary companies selected for study were – Minnesota Mining and Manufacturing (MMM), American Express, Boeing, Citicorp, Ford, General Electric (GE), Hewlett-Packard, IBM, Johnson & Johnson, Marriott, Merck, Motorola, Nordstrom, Philips Morris, Procter & Gamble, Sony, Wal-Mart, and Disney among others. And their comparison companies in the respective categories were – Norton, Wells Fargo, McDonnell Douglas, Chase, General Motors (GM), Westinghouse, Texas Instruments, Burroughs, Bristol-Myers, Howard Johnson, Pfizer, Zenith, Melville, R. J. Reynolds, Colgate, Kenwood, Ames, and Columbia respectively (p. 25-26).

Further, Collins and Porras measured the performance of above selected visionary companies from the beginning of 1926 through the end of 1990 – a much longer time frame than that of Kotter and Heskett. Their conclusions,

however, were similar : One dollar invested in each of the visionary companies in 1926 would have been worth \$ 6,356 by the end of 1990. In contrast, the same dollar invested in each of the comparison companies in 1926 would have yielded only \$ 955. An investment in the general stock market average over the same period would have been worth only \$ 415. Hence, **Collins and Porras's** research established that **“vision pays and their notion of vision certainly relates to culture”** (p. 26).

In their research report, the authors Collins and Porras (1994)⁴⁰ had listed ten characteristics of these companies that appeared to explain their superior performance. Their first and perhaps most important finding is that building strong culture companies, rather than exploiting novel ideas or making great fortunes, was the driving rationale behind the fabled business leaders of the yesteryear. Some testimony from some legendary figures were cited as : “I have concentrated all along on building the finest retailing company that we possibly could. Creating a huge personal fortune was never particularly a goal of mine.” (Sam Walton, as quoted in Built to Last)⁴⁰, and “Our engineering staff [has] remained fairly stable. This was by design rather than by accident. Engineers are creative people, so before we hired an engineer we made sure he would be operating in a stable and secure climate. We also made sure that each of our engineers had a long range opportunity with the company and suitable projects on which to work”. (Bill Hewlett, as quoted in Built to Last)⁴⁰. And other comparisons – such as – GE and Westinghouse, Citicorp and Chase, Wal-Mart and Ames, Motorola and zenith, Disney and Columbia Pictures – offered very similar leadership profiles. “Founders' long-term visions rather than short-term efforts to exploit specific market place opportunities create great companies. Sustaining visions are also the driving force in strong culture companies” (p. 26).

The authors further added : “Another point of similarity between visionary and culturally robust or cohesive companies is found when a close look is given at the relative importance of shared set of core values compared to a narrow

set of immediate objectives such as profit maximization. The history and evolution of number of firms bear this out – for examples, HP versus Texas Instruments, Johnson & Johnson versus Bristol Myers, Motorola versus Zenith, Boeing versus McDonnell Douglas (since absorbed by Boeing), and Philip Morris versus R. J. Reynolds among others, core values appear central in both visionary companies and those termed as culturally robust companies” (p. 26).

Deal et. al. (1999)²⁶ further observed that “visionary companies are not content with minor achievements. They set huge goals and formidable tasks for themselves. People who are drawn to work in such companies relish challenge. Their willingness to take on and meet daunting challenges is one of the keys to long-term performance superiority. For example, GE under Jack Welch insisted on being number one or two in every one of its markets.” Similarly, Frank Vanderlip set Citicorp on a path to global dominance in 1915 when he said, “I am perfectly confident that it is open to us to become the most powerful, the most serviceable, the most far-reaching world financial institution that has ever been” (as quoted in Built to Last)⁴⁰ - (p. 27).

Collins and Porras (1994)⁴⁰ also concluded that “the truly great visionary companies have strong, insular, almost exclusionary cultures (in the sense – exclusive, powerful and insulated from outside effects – as in the case of army culture). Working with them is like being in the Marines or the Commando Force : If you don’t shape up quickly, You’ll be out on your ear.” They also cited examples of – Nordstorm, IBM, Disney, and P&G – the culturally sound companies (p. 27-28).

And, amidst various research work done by different scholars and researchers at different times – such as – **Collins and Porras, Deal and Kennedy**, among others – the consistency in views and main point of convergence in message being – **‘the importance of culture in top performance of companies’**. **Collins and Porras further stated : “The essence of a visionary company comes in the translation of its core**

ideology into the very fabric of the organization, Into *everything* that the company does” p. 28).

2.2.3.7 Organisational Performance : Some More Views and Results

Lee and Lawrence (1992)⁴¹, carried out an in depth study of ‘Corporate Culture and Performance’ of large number of leading American corporations, and analysed the corporates’ cultures and also studied their effects on the performance of the corporations. The authors further established that – “positive and strong corporate culture, leadership, professionalism, conducive work environment and appropriate technology and work tools in and organization result into higher corporate performance and provide it agility and competitiveness, where as companies lacking in it or not incorporating timely changes in their culture and work atmosphere end up showing poor performance, and even tend toward extinction.”

Gay and Salaman (1990)⁴², in their study titled ‘*Enterprise Culture and the Search for Excellence*’, a paper presented at the Employment Research Unit , Cardiff Business School Annual Conference, looked into the culture of organizations in the search of excellence. The authors finally established that “a positive and strong culture of the organization is one of the strongest tools and the most important one, to achieve excellent performance in the organisation.”

Atkinson (1997)²⁵, while discussing ‘organizational performance and strong cultures’, reconfirmed ‘correlation’ between the two on the basis of his own study and various other studies on the topic. The author also cited the previous study in this context done by Deal and Kennedy (1982)²³ in which these two researchers studied the performance of eighty companies and found that “the more successful companies were those which had strong cultures”, and the strong culture was categorized as –“Has a widely shared philosophy of management; emphasised the importance of people to the success of the organization; encouraged rituals and ceremonies to celebrate company events; had identified successful people and sung their praise; maintained a network to

communicate the culture; had informal rules of behaviour; had strong values; set high standards of performance; and, possessed a definitive 'corporate culture'.

Thompson (Jr.), (1994)⁴³, a well known management consultant, while discussing various aspects and dynamics of organizational cultures, such as, concept of culture, sources of cultural strength, the organizational culture, the machine culture, understanding changes, the dynamics of industry change, techniques for managing change etc., also established that "For good corporate performance, a positive culture is essential. And, a cultural change to make the organization's culture positive could be achieved through 'team building, employees empowerment and TQM'."

2.2.3.8 Rebuilding Culture for Organisational Performance

Barham and Rassam (1989)⁴⁴, in their work "Shaping the Corporate Future", the authors firmly believed that 'a strong and positive corporate culture is the most important thing which brings success and higher performance to an organization and thereby shapes its future.' And, as the title of the book signifies, the authors went through the cultural strengths of various leading companies of the world, formulated strategies for shaping their bright futures, having taken **cues** from the respective **company's culture and its strengths**. Some of the major companies cited in this context were : Accor (France), BMW AG (W. Germany), Electrolux Ab (Sweden), Jaguar Plc (United Kingdom), Nork Data As (Norway), Shell U.K. Ltd. (United Kingdom), and J.C.Burton Group Plc. (United Kingdom) among others.

Williams, Dabson and Walters (1989)⁴⁵, in their book 'Changing Culture : New Organisational Approaches', first emphasised the need of a positive organizational culture for success, organizational effectiveness and long-term performance. And further, they went through all aspects of corporate cultures, and identified the symptoms when an organizational culture needed changes for the organization to improve performance and survive. Finally, Williams et. al. suggested new organizational approaches in 'changing and rebuilding the

corporate cultures for better performance' and to keep pace with the fast changing time and business environment.

Wiener (1988)⁴⁶, in his work 'Form of Value System : A Focus on Organisational Effectiveness and Culture Change and Maintain', as the title signifies, described 'values as the core to an organization and to its culture, and values as the soul of an organization.' The author moved on to describing 'various forms and systems of values', such as, 'value for quality, value for customers, value for the people, value for a positive work environment, value for technological excellence, value for ethical and moral practices,...,' and so on. The author further maintained that 'these values can become the purpose of the organization, the culture and norms of the organization', and opined that 'these values and value systems having roped properly can be the basis of organizational effectiveness, a positive change in culture, and would ensure maintaining it and moving the organization in the right direction, and thereby achieving higher performance and fulfilling the organisational goals.'

Atkinson (1990/1997)²⁵, discussed 'a clear meaning, basics and understanding of corporate culture, and its importance in organizational life.' The author further moved on to finding 'ways and means for achieving success and higher corporate performance', and presented the success strategy as – 'shaping the corporate culture, bringing about – Total quality culture, implementation of cultural change, adopting the concept of '**right first time**', taking preventive actions against undesirables, development, learning and training.' The author had also discussed about readiness for change, economics of cultural change, cultural and behavioural change, implementation of cultural changes and their review techniques; and recommended the above mentioned 'tips and inputs for corporate success in the long run.'

2.2.3.9 Culture and Performance Studies : Indian Context

Vaidyanathan (1993)⁴⁷, Director (Personnel), Gas Authority of India Ltd., carried out a detailed study in Indian context on 'work culture vs productivity' in

respect of the giant Indian public sector undertaking - The Gas Authority of India Limited (GAIL). He went through the history of the organisation, identified the major determinants of its culture - external and internal, and their effect on performance, productivity and perception of the employees. And then suggested a suitable strategy 'with the interface between work culture, technology and productivity strategies and planned organisational changes'. It was implemented in the organisation. As a result of that he was able to achieve the planned higher level of productivity and corporate performance 'with a proper mix of culture, Indian ethos and values, and technology' in the Indian context, and established that in spite of unfavourable labour laws and traditional low productivity in Indian public sector undertakings, a proper mix of 'culture and technology' worked well.

Balakrishnan (1993)⁴⁸, Additional Director (Personnel), SAIL, found a very low productivity level in respect of the Indian steel major, Steel Authority of India Limited (SAIL). It was the leading public sector undertaking in the steel sector in India, with a turnover of around Rs. 10,000 crores per year and employees strength of 2.25 lakh but with the lowest productivity level while comparing with U.K., USA, Japan and S. Korea. The author diagnosed the problems, and further suggested turn-around strategies, which included 'Improving work culture, good I.R., training and development, motivation scheme, modernisation, future vision and planning'. And, having implemented all these, the author found that there was considerable improvement in productivity level and established that it worked well in the Indian large corporation and that too in a public sector undertaking (generally known for low level of productivity).

Mungla (1993)⁴⁹, Director (Finance), NTPC, described the true story of this great organisation in the Indian public sector which took birth in the year 1975. In this mega corporation, just after 17 years of its operation, the approved investment level was to the tune of Rs. 22,785 crores in the year 1992 with operations of 13 Super Thermal Power Projects and 5 combined cycle Gas Power Projects with total approved capacity of 16,837 MW (Mega Watts). And, further, the author asserted that all these spectacular performance of the Indian

power giant NTPC was attributed to the 'good corporate culture, commitment to quality, promotion of participative culture, welfare and quality of work life'.

Khanna (1993)⁵⁰, Deputy General Manager (Mfg.), Hero Honda Motors Limited, presented the real case study about the Motor Cycle giant - the Hero Group having collaboration with the Honda Group of Japan for the Production of 2 - wheelers (Motor Cycles) in India. In this case, the author discussed 'about the major determinants which had shaped the positive work culture of this organisation, its internal activities contributing to the development of a good work culture, some welfare activities for development of region around the factory, effect of work-culture on workers attitude and satisfaction and a high level of performance attributed to the conducive positive work culture. And, the author also discussed 'strategies for planned organisational and culture changes' in order to achieve still a 'higher level of performance'.

Sinha (1990)⁵¹, in this specific study on 'work culture in Indian context' and an account of Indian business environment, went into depth 'as to why are employees in some organisations committed to work while their counterparts in other organisations alienated from?' The author found that the things that matter in such cases are – 'Culture, motivation, internal strength of organisations etc.'. And, in the course of his study, Sinha also established that –'work culture is the resultant effect of interaction of organizational and organismic factors which is reflected in established roles, norms and values pertaining to work; and a positive work culture results into higher organizational performance'.

2.2.3.10 Culture and Performance Studies : Asian Context

Morishima (1982)⁵², in his research study '*Why has Japan Succeeded?*', the author pointed out the real clue regarding ground success to Japan. And, it was nothing but the adoption of '*Western Technology and the Japanese Ethos*' - and the blend of these two yielded unimaginable results and grand Japanese success, making it the second largest economy of the world long back. The author further established that 'the traditional Japanese culture' was most

important in this case, which enabled it to absorb the Western technology, absorbed it, improved upon it, re-exported it to the West, still retaining and maintaining the core of its traditional culture.

Cartwright (1999)⁵³, while discussing relevance of traditional Asian cultures and economic development, observed that 'Japan's economic achievement is due in large measure to the way the country's traditional culture was able to absorb and improve upon American technology and management methods. From being a relatively backward nation, almost unknown to the people in the West, Japan has become the second largest economy in the world in the space of two to three generations.' The author further maintained that 'The new hybrid work culture has given those countries and companies which have adopted it a significant competitive advantage.' Cartwright also advised the Western companies as 'If we are to compete in global market, it is essential for western managers to understand the importance of organizational culture and how it affects the morale, motivation, attitudes and competitive performance of their workforce.' The author, further moving on to other Asian countries including India and praising their cultural strengths, observed that 'As the East has absorbed western science and technology to create the new culture, so the West is, of necessity, coming round to an acceptance and greater understanding of the importance of traditional values in the development of a powerful work ethic.' Cartwright further added 'However, the economies of the East Asian 'Tiger' countries and those of China and India develop in the future, we should remember that Japan was the first of the new national 'cultural economies' (p. 6).'

2.2.4 Discussions and Analysis : Corporate Culture and Organisational Performance

A detailed literature survey was carried out in order to ascertain the extent of impacts of corporate culture on organisational performance. Views of various researchers and several research findings regarding the same were studied, analyzed and recorded. Culture's bearings on the various facets of organisational performance were systematically presented above (under heading 2.2 and sub-

headings 2.2.1 – 2.2.3.10). However, a quick look at them and a further analysis of the above records will enable us to draw conclusions and inferences. It may also be helpful in understanding the research problem of the current research study.

Deal and Kennedy (1982)²³, on the basis of various evidences, proved that the impact of strong culture companies' values and beliefs on company performance was enormous and their productivity was also amazing. '*strong culture*' was found to be a powerful lever for guiding behaviour and actions of people in achieving the organisational goals. A strong culture also enables people to feel better about their jobs and make them to work harder.

Further, Deal and Kennedy (1999)²⁶ in their second research study also found that culture can make people fast or slow workers, tough or friendly managers, team players or individuals. In a culturally sound company people work not only with their hands but their heads and hearts also. A culture – in which employees can thrive, achieve superior and long-term business success. And, it was established that highly respected and top ranking companies are bound to have 'distinctive' or 'robust' culture (*Fortune* magazine's survey).

Turner (1990)¹¹ talked about cultures in increasingly 'flat' companies and sophisticated 'knowledge-based' companies (including IT). He also found that an organization's corporate culture is a vital tool for management to achieve high performance and maintain shareholders value, and it is the key responsibility of corporate leaders. Culture brings success and unique competitive advantages. It is alterable and can be fine-tuned to strengthen corporate cultures to become more effective.

Some more observations on importance of culture for good organisational performance were given as - 'If people relates to the company they work for, they will pour their hearts into making it better' (Howard Schultz, 1997)³⁵. Gordon Bethune (1998)³⁶ advocated for building culture by building people and solving their problems for business success. Herb Kelleher and Colleen Barrett (1996)³⁷

stressed on working harder to build up culture which is a precious thing in the organization and which will bring success and good performance. And, Jackie Freiberg (1996)³⁸ opined that 'the idea of corporate culture is too important to the effective functioning of today's corporations'.

On culture and superior financial performance - Deal and Kennedy (1999)²⁶ established the importance of culture to superior corporate performance. Further, these researchers also established that strong culture companies had much higher financial performance as compared to those companies lacking in cultural strengths. Deal et. al. proved it arithmetically by comparing their financial performances of several years.

On strong culture and long-term performance – John Kotter and James Heskett (1992)³⁹ established that corporate cultures had a significant impact on a firm's long-term economic performance, and corporate cultures would be a more important factor in determining organisational success in the coming decades. Based on the 12 years' data generated by Kotter and Heskett (1992)³⁹, the other researchers - Deal and Kennedy (1999)²⁶ further confirmed that 'strong-culture companies massively outperformed weak ones'. Also, these researchers reconfirmed their earlier findings in 1982, and asserted that 'cultural robustness, were vindicated with these positive results'.

And, on financial success of visionary companies - Collins and Porras (1994)⁴⁰, and Deal and Kennedy (1999)²⁶ found that 'core values' were central in both 'visionary companies' and 'culturally robust companies', and these companies had amazingly high level of organisational performance.

Further, several other researchers - Lee and Lawrence (1992)⁴¹, Gay and Salaman (1990)⁴², Atkinson (1997)²⁵, and Thompson (Jr.), (1994)⁴³ had carried their separate study and research on corporate cultures and their impacts on organisational performance. All of them separately established that a strong correlation exists between corporate culture and organisational performance.

And, a number of researchers like - Barham and Rassam (1989)⁴⁴; Williams, Dabson and Walters (1989)⁴⁵; Wiener (1988)⁴⁶; and Atkinson (1990/1997)²⁵ advocated for rebuilding corporate culture and incorporating necessary changes in it to achieve higher organisational performance and success.

Also, in five real life stories - study of corporate culture and organisational performance in Indian context - Vaidyanathan (1993)⁴⁷, Director (Personnel), Gas Authority of India Ltd. (GAIL); Balakrishanan (1993)⁴⁸, Additional Director (Personnel), Steel Authority of India Limited (SAIL); Mungla (1993)⁴⁹, Director (Finance), NTPC; Khanna (1993)⁵⁰, Deputy General Manager (Manufacturing), Hero Honda Motors Limited; and Sinha (1990)⁵¹ carried out study of corporate culture and organisational performance in their respective organizations. They also implemented suitable strategies in their organizations to strengthen corporate culture and brought positive changes in their corporate cultures. By doing so, they were able to achieve much higher organisational performance in their companies.

And, in culture and performance studies in Asian context - Morishima (1982)⁵² established that Japan succeeded due to 'Western Technology and the Japanese Ethos' – it was traditional Japanese culture which brought amazing success to Japan. And, Cartwright (1999)⁵³ also found that traditional Japanese and Asian countries' cultures were largely attributed in bringing tremendous prosperity and high level of economic development in Japan and other Asian countries.

In nutshell, there exists a 'high correlation between corporate culture and organisational performance'.

And, on the basis of above outcomes and various confirmations and reconfirmations, it may be inferred that in the present research study on 'corporate cultures of Indian IT companies and their total organisational

performance' there is a likely high correlations between these two. However, it can only be confirmed after a field survey.

2.3 Corporate Culture in Knowledge Based Companies and IT Industry

2.3.0 Introduction

'Information technology' (IT) and other 'knowledge based' companies are relatively new phenomenon, not only in India but in the world also. They are still in the process of evolution. These companies are mainly people based, who are highly skilled and different in temperament. Their 'minds' are the raw materials for such knowledge based companies. Their work environment is also different. The corporate culture in these companies is different than the traditional companies' cultures. The corporate cultures in these companies are emerging ones. However, some views of researchers and scholars on the topic are cited below under different sub-headings :

2.3.1 "Flat" Organisations : IT and Knowledge Based Companies

Turner (1990)¹¹, discussed 'corporate culture', and made special reference to corporate culture of 'knowledge based', 'IT' and 'flat' organisations. The author first described corporate culture (already cited at appropriate place) and then moved on to describing importance of corporate culture of knowledge based (including IT) companies for achieving high performance. The author further argued that 'In the world of increasingly 'flat' companies and sophisticated "knowledge-based" products (including IT and software), control and understanding of an organization's corporate culture are a key responsibility of corporate leaders, as well as a vital tool for management if it is to encourage high performance and maintain shareholders value' (p. 11).

2.3.2 "Flat" Organizations and Leadership

Turner, further pointed out that 'the traditional "hierarchy system" which integrated the corporation, in the way, the "brains" at the top of the organization

told “*the hands*” or manual workers at the bottom what to do, and how and when to do it.’ And moving further, the author asserted that ‘the sheer complexity of modern business operations has overwhelmed this system’ (p. 17).

And, the author further, while discussing a **knowledge based company** or a company of the future, observed that ‘**the company of the future** is often portrayed as “flat”, without vertical command chains. The boss, even if there is one, can no longer know what everyone should do. The entire organization is stuffed with knowledge. No single head can contain the information and skills which are necessary’ (p. 17). And, the author cited the example of NASA as – ‘it reputedly takes 68 different kinds of engineers to make one lunar-landing module for NASA. We can well imagine “commanding” this coterie of esoteric experts. It is simply not possible.’ And, the author asserted that – ‘**all a leader can really do is manage the culture** of the place where the work is done, extol the vision of the completed whole and the performance standards needed to attain this, and manage the extremely subtle communications necessary for the working together of all parts of the module’ (p. 17).

Turner, further talked about leaders and followers in this new environment, and argued that ‘the whole notion of leaders and followers is increasingly out of date and may even be source of confusion. **Followers “lead” in a variety of ways, using judgment, knowledge, skill and self-management. Leaders may have to spend large amounts of their time “following” what skilled subordinates are trying to tell them.**’ The author further cautioned that ‘where traditional views of leadership linger and bosses are seen to possess inalienable forms of superiority in all relationships, independent of their actual knowledge, the whole national economy may suffer.’ And, Turner finally suggested that ‘**the capacity to delegate responsibility to where the knowledge resides is crucial to organizational effectiveness**’ (p. 18).

2.3.3 The Ladder of Responsibilities and a Responsibility Hierarchy

Turner, while discussing about the ladder of responsibilities in the context of the knowledge based companies or the companies of the future, argued that 'it is false to believe that **"authority is breaking down"** because a boss can no longer tell most subordinates what to do', and asserted that 'it may break down because leaders fail to manage cultures and do not know how to shape this complex phenomena', The author also observed that 'this is a soluble problem and a skill that can be mastered', and further advised that 'a distinction must be made between behaviours called "hierarchical" – by which the person complaining means that he or she is being ordered around too much and is not being allowed enough discretion' – and suggested the existence of a **"responsibility hierarchy"** (p. 18).

The author further asserted that 'hierarchical behaviour is becoming less and less appropriate in an environment where employees are required to exercise their own judgment and are being paid to do so. But does not affect the existence of a **responsibility hierarchy** Increasingly, the leader may want to seek the help of the subordinates in defining what good performance is' (p. 18).

Turner, in the context of knowledge dominated new corporate environment, suggested that **'the concept of levels of responsibility with culture at the top is most important'** (p. 18); and clarified it as - 'If A tells B, C and D exactly how they should perform, this inevitably impinges upon their areas of judgment and expertise. But if A tells them what good performance is and then celebrates its attainment or criticizes its non-attainment, then all the responsibility for performing well remains with subordinates.' And, the author maintained that 'while A accepts responsibility for creating **"a culture of high performance"** in the company; **culture, then, stands at the apex of the leader's responsibility hierarchy'** (p. 18-19).

Turner, then, concluded it as – **'the leaders take responsibility for the whole culture "game", the complete arena in which all the businesses'**

activities occur' (p. 19). And, the author further added that – 'there will be leaders increasingly behaving like mentors, strategists and coaches to the learning and performances of their employees – encouraging creativity, for example, as did Anders Lindstrom at BHACO, not knowing himself what should be created. If the leaders shape the culture, the employees will shape the ideas and everyone will "lead" at his own level' (p. 19).

2.3.4 Corporate Cultures in the Age of IT and Advanced Technologies

Deal and Kennedy (1982)²³, while discussing organizational cultures in IT and knowledge era companies – in the age of information technology (IT) and other advanced technologies and rapidly changing business environment, observed that 'the breakdown of the large traditional, hierarchical organizations that have dominated in the past, and the dismantling of such organizations resulting into highly **decentralized organizations** in which the work of the corporations being done in small, autonomous units linked to the mega-corporation by new telecommunications and computer technologies, the process transforming the role of middle management, and most middle management rungs being replaced by mechanisms of social influence – by emphasis on culture. The business becoming a no boss business, and consequent emergence of atomized organizations, and to manage them – strong cultural ties and a new kind of symbolic management emerging on the business organization' (p. 177).

Deal et. al., while discussing the new kind of workforce manning these organisations, observed that 'the workforce has continued to gravitate more and more in the "Theory Y" (McGregor, 1950) direction', and 'the new knowledge workers / workers are – richer, better educated, white collar, more flexible and less job-dependent, and more familiarity with computer and information technologies, electronics, much more conversant with electronic gadgetry than workers have been before.' Deal et. al. further observed that 'The organization designers no longer relying upon middle management – with its natural tendency to shape communications to fit its views of the world – to link workers together –

with the increasing use of computer and information technologies on a major scale' (p. 179-180).

And, the authors, while discussing the changes in technology, observed that 'the "Third Wave" revolution of computer and information technologies, powerful personal computers (PCs), microcomputer applications, standardized and powerful chips, computer enabled new products and equipments, customized software, and increasingly becoming cheaper as well as more powerful and all pervasive use of computers have changed the work and the lives' (p. 181-182). And, while talking on the new type of organization, the authors observed 'the emergence of small, task-focused work units, each with economic and managerial control over its own destiny, interconnected with larger entities (mega corporations) with computer and communications links, and bonded into larger companies through cultural bonds; and they call such entity as **atomized organization**' (p. 182-183).

2.3.5 Team Culture : IT and Knowledge Based Companies

Sherriton and Stern (1996)⁵⁴, while discussing relevance of 'team culture in the context of corporate culture' in the present day IT and other knowledge era organizations, pointed out that 'In the past, employees came together informally to generate ideas or solve problem. These teams were not considered a formal part of the organizational structure and were seldom recognized in formal compensation or reward systems. But the organization would opt for teamwork when a contribution was required from various groups across an organization' (p.2).

And, the authors further observed that '**Faced with new challenges**, organizations today are quickly moving toward new, formal structures where cross-functional teaming replaces the traditional hierarchical organization with a matrix structure. Short-term, long-term, and even permanent alliances among functions or across organizations are prevalent. Interdisciplinary and interdepartmental project teams are becoming the norm in how works get done

(which is quite relevant in IT industry, related to the topic of this research study)' (p. 2).

And to create **high-performing teams**, the authors maintained that 'We must first acknowledge that teamwork doesn't come naturally. While individuals and organizations are trained to pay lip service to the value of working together, this approach actually clashes with cultures that reward "looking out for number 1".' Hence, the authors, in this present work, pointed out that 'organisations are embracing the concept of work teams and also clarify that without an underlying team culture, any team - based structure is doomed to collapse.'

Sherriton et. al. also addressed in depth the issue of changing organisational culture to support team effectiveness; presents a practical, proven model for achieving such transformation, and illustrate the process with various case-studies and examples (p. 46-51, 68-99).

2.3.6 Discussions : Culture in IT and Knowledge Era Companies

Information technology (IT) and knowledge based companies are relatively new entities in India and elsewhere in the world. So is the case with the culture of these companies. Their culture is still in the process of evolution. Nevertheless, these companies, which belong to fast changing technological fields, possess their unique corporate cultures. With changing time, rapidly changing technologies and business environment worldwide, they have been incorporating new changes in their culture to remain competitive in the market place. Some researchers and management thinkers studied the pattern of their cultures and gave their views which are presented above (under heading 2.3 and sub-headings 2.3.0 – 2.3.5). However, a brief discussion on the topic and further analysis of the same may help in drawing conclusions. It is given below :

Turner (1990)¹¹ talked about cultures in the sophisticated 'knowledge-based' companies (including IT) companies. He found that these companies are increasingly becoming '**flat**' and hierarchical behaviour is becoming less and less appropriate in their case. The '**authority is breaking down**' in the organization

and a '**responsibility hierarchy**' is taking place. The old concept of the 'brains' at the top and 'the hands' at the bottom of an organization is shattering. Turner also observed that the entire organization is **stuffed with knowledge**. No single head can contain all the information and skills that are necessary. The boss, even if there is one, can no longer know what everyone should do. All a **leader** can really do is **manage the culture** and not bossing around.

Further, the concept of levels of responsibility with culture at the top is most important. An organization's corporate culture is a vital tool for management to achieve high performance and maintain shareholders' value. And, appropriate culture in an organisation is the key responsibility of corporate leaders. Culture brings success and unique competitive advantages. It is alterable and can be fine-tuned to strengthen corporate cultures to become more effective (Turner, 1990)¹¹. And, what Turner observed and assumed more than a decade back, such flat organisations, responsibility hierarchy, leadership role etc. have become the order of the day in today's IT and other knowledge based companies.

In this context, Deal and Kennedy (1982)²³ had earlier talked about **highly decentralized organizations** in which the work of the corporations were supposed to be done in small, autonomous units linked to the mega-corporation by new telecommunications and computer technologies. The authors also predicted that such new type of organization would have small, task-focused work units, each with economic and managerial control over its own destiny. It would be interconnected with larger entities (mega corporations) with computer and communications links, and bonded into larger companies through cultural bonds. Thus, the authors gave the concept of **atomized organization** for these new breed companies.

Now, while comparing the above assumptions given earlier by Deal et. al. more than two decades back in 1982 with the on ground situation, it is found that today such type of organisations are widely present in India and other parts of the world in IT and knowledge based companies. Their presence is quite evident

in the forms of outsourced and outsourcing companies in IT and other knowledge sectors.

Further, Sherriton and Stern (1996)⁵⁴ envisaged **new challenges** in **IT and knowledge based companies** and arrived at the concept of **high-performing teams** as the appropriate solution of the problem. Again, going through the real situation in IT and knowledge based companies, it is found that today 'team culture' and 'high performing teams' have taken deep root in these new breed companies in India and elsewhere in the world.

In fine, the above views and assumptions given by various management thinkers and researchers are actually happening in today's IT and knowledge based companies in various ways. In modern IT and other new breed companies, they are evident in the forms of - flat organisations, responsibility hierarchy, high performing teams, decentralized and atomized organizations etc.

2.4 The Emerging Corporate Cultures

2.4.1 Traditional Corporate Cultures in Crisis

Deal and Kennedy (1999)²⁶, in their recent research based book "New Corporate Cultures : Revitalizing the Workplace after Downsizing, Mergers and Reengineering", observed that 'with the changing time, technology, competitiveness, market forces, globalization and fast changing business environment – the traditional meaning and values of 'corporate culture' have under gone sea changes since late 1980s, and the process is still continuing as this being the transition phase. The old values and ways of working are losing their meanings and new dimensions and new elements of corporate culture are invading its old domain. Corporate cultures are in disarray. Employees are frightened about their future job prospects. Loyalties to companies has flown out of window. Cynicism about management is rampant. Self interest rules the roost. People yearn for the "good old days." The shareholder value thinking drove most of the changes in a decade's time' (p. 17).

The authors also pointed out that 'until the early-to mid 1980s, most managers balanced the interests of the various **"stakeholders"** in their business and used accounting measures of performance to help them keep score.' Deal et. al. also cited **Ralph Cordiner**, highly respected CEO of General Electric through the late 1950s, who argued that 'the senior executives were responsible for managing the enterprise **"in the best-balanced interests of shareholders, customers, employees, suppliers, and plant community cities"**'; and, **David Packard** who commented in his 1995 book, *The HP Way*, about a business conference he attended in the late 1940s where he expressed the view that **"business had responsibilities beyond making a profit for their shareholders..... We had important responsibilities to our employees, to our customers, to our suppliers and to the welfare of society at large"** (p. 44).

2.4.2 Emergence of New Corporate Cultures

Deal et. al. (1999)²⁶, observed that 'the traditional corporate cultures are in crisis', and also found that 'New dimensions in the corporate cultures have emerged threatening and crushing the old ones.' All such findings by the authors are cited below as :

First, The Rise of Shareholder Value and Short-termism – led by discounted cash flow (DFC), "bootstrap" (a new concept by Jerome (Jerry) Kohlberg Jr. and George Roberts), LBOs (leveraged buyouts), KKR (Kohlberg, Kravis and Roberts, 1976, 1982-86 and onwards) etc. - The aggressiveness of the takeover artists, combined with hefty profits, pushed the concept of shareholder value to center stage. In the beginning most of the deals were "friendly" and there were certain level of protection towards management teams as well as taking care of investors. But as the time passed by, the notorious trend of "hostile takeovers" became the rule of the game. The rest is history. The world changed since then, and so the corporate cultures. Hostile takeovers, corporate raiders, painful mergers, acquisitions, restructuring, belt tightening, and the likes

became the names of the vicious games – greatly damaging the traditional fabric of corporate cultures.

And, on **short-termism** (short-term management) front, the pressure imposed on managers by the threat of the takeover artists of the 1980s in some cases encouraged companies to act on their own behalf. Companies went on restructuring spree, cost cutting, and work-force became the first victim of such restructuring. its business, and to start with ordered an 8% reduction in employment level around the company. Also, companies went on building critical mass through acquisition in the core-competencies. The combination of all these actions was a very short-termist view on the part of managers. The age of the shot-term managers has arrived (p. 43-62).

Second, Downsizing and Reengineering (corporate lobotomy) - which has cut the soul out of many corporations, throwing thousand of workforce on the road by making them jobless, and the lost of trust which had taken years to build (p. 63-88).

Third, Outsourcing (corporate amputation) - which has emerged as the new tool of cost cutters just when conventional cost-reduction approaches have begun to run out of steam (p. 89-107).

Fourth, Merger Mania (shotgun marriage) - which has forced the most unlikely of combinations on workforces still reeling from the waves of cost cutting that decimated them in the early 1990s (p. 109-129).

Fifth, Computers (cultural isolation) – computerization, potentially a tool for liberating workers from drudgery, has instead isolated workers from one another and made them servants to machines (p. 131-148).

Sixth, Globalization – the narrowing boundaries of the world have thrown peoples together to create a virtual Tower of Babel in the global workplace (p.149-168).

And, finally, the combination of these factors has decimated traditional corporate cultures, replacing joy, commitment, and loyalty with fear, alienation, and self-interest (p. 169-187).

2.4.3 New Dimensions in Corporate Cultures

Sherriton and Stern (1996)⁵⁴, while discussing emergence of new dimensions in corporate cultures during the last one decade and meeting these challenges, observed that :

'Mergers and acquisitions are rampant, and there is no letup in sight. According to Mergerstat (Philip, 1995)⁵⁵, a merger research service, deals worth over \$248 billion were made in the first quarter of 1995. Mergers and acquisitions are usually designed to produce synergism between the participating companies and overall cost reduction through economies of scale. In each deal, the merging of the companies means the ultimate merging of critical functions within companies, such as distribution systems, marketing programs, sales organizations, or manufacturing facilities' (p. 3).

'Globalization is another factor. L'Oreal, a French company, recently announced a merger with the third largest U.S. cosmetic firm, Maybelline. Another,Matsushita's acquiring MCAIn these cross-border deals, a company has to cope not only with the corporate culture issues but with the added issues of national culture mixes' (p. 4); 'Many organizations have found that mergers and acquisitions route is fraught with problems, and they have sought a less permanent, less complex strategy to achieve the expected synergy. ...viz...Strategic alliancesPartneringto make operations more efficientAlliances are also common in the health care industry....' (p. 4).

Sherriton and Stern, moving on further, observed 'Perhaps the greatest impact on American business today is the advent of **downsizing**, or **rightsizing**, or any of a number of euphemism for layoffs as a survival strategy. Foreign and domestic companies in every industry find their bottom lines adversely affected by increasing costs for personnel, raw materials, real estate, and equipment. At

the same time, prices for products and services are being driven down by competition, new technology, and increased productivity. This new environment of keener competition has prompted companies to cut their costs in order to remain competitive – indeed, to survive. As a result, over the past five years organizations have been shedding employees at a frantic rate. IBM has reduced its workforce by close to 50 per cent, ...Mobil Oil ..by 30 per cent, ...AT&T ..announced cutting 40,000 more. It is difficult to find a company that has not attempted a cutback strategy of some kind' (p. 4-5).

The authors further added that '**Reengineering** is another strategy of late. ..business...to reengineer its processes to become as effective and efficient as possible' ; and "**Total Quality Management**" (**TQM**), 'a movement that has swept into government and industry and created a dramatic change in how we act, think, do work, and structure (restructure) our organizations' (p. 5).

And 'All these strategies have been implemented to make organizations more effective' (p. 5); and the author further explained that all these measures and strategies being emerging trends in the corporate lives and cultures and posing challenges are implemented in the organizations 'to make themselves more effective and to ensure their survivaltrying to make dissimilar cultures compatible' (p. 6); and all these implementations 'cost the organizational cultures heavily, result in job cuts, unemployment, under employment; distort the cultural fabrics, bring miseries and pains in the lives of thousands of effected employees'; but the authors further observed that 'such phenomenon is inevitable in the present economic and competitive scenario'; and thus, they try to find out 'some solution to minimize its ill effects on the corporate culture and lives of workers and employees'.

Sherriton and Stern, in the above context further observed that 'In looking at how companies are trying to meet the challenges posed by today's business environment, we have found that the most typical response involves the increased use of **teams in accomplishing work**. Organizations are discovering that with reduced workforces, but usually no reduction in the work itself, they

must change how they do things. A major way to do so is through the use of teams' (p. 6).

And that 'The mergers and acquisitions and alliance strategies have also dictated the need for the newly merged and aligned organizations to embrace the tenets of teams. Successfully meshing these organizations into teams that can meet the established goals is the point of the strategy, after all. The hope and expectation is to have an "**organization team**" where branches, divisions, and departments from dissimilar cultures come together in synergy.So teams and teaming are upon us and are here to stay' (p. 7).

The researchers further added that 'Clearly, the change to teams must be addressed as an overall change in culture. There is an obvious need for a specific methodology to address changing an organization's culture' (p. 8); further, they have developed appropriate methods and models for this purpose and maintained that 'Teaming is a vital way to structure work, fine-tuning the culture and meet today's business as well as cultural challenges' (p. 9).

2.4.4 Emerging Culture in IT and Knowledge Era Companies

IT and Knowledge based companies are relatively new phenomenon and their cultures are still evolving. It has already been separately discussed above in details, as it (corporate culture in 'Indian IT companies') constitutes a major part of the topic of the research study. It is covered under heading 2.3 and sub-headings 2.3.1 ("Flat" Organisations : IT and Knowledge Based Companies), 2.3.2 ("Flat" Organizations and Leadership), 2.3.3 (The Ladder of Responsibilities and a Responsibility Hierarchy), 2.3.4 (Corporate Cultures in the Age of IT and Advanced Technologies), and 2.3.5 (Team Culture : IT and Knowledge Based Companies).

2.4.5 “Corporate Charisma” - Company’s Image, Personality, Brands and Culture

Temporal and Alder (1998)⁵⁶, in their book “Corporate Charisma”, while discussing corporate ‘culture and its resultant performance’ under caption “How to achieve world-class recognition by maximizing your company’s image, personality, brands and culture”, had merged ‘corporate image, personality and brands’ with ‘corporate culture and performance’. The authors also had stressed upon strengthening these factors as “they will lead companies well into the next millennium (21st century)” (p. 2).

The authors, further explained *the importance of ‘corporate image, personality, brands and culture’* as *“these factors will create value-driven visions and mission; develop lasting corporate identity; establish road map for future strategic direction; create sustainable competitive advantage; create and manage a powerful corporate brand; reverse declining customer loyalty; boost employee morale and commitment; attract new customers; dramatically improve internal and external customer service; provide focus and direction for advertising and public relations; escape the product life cycle trap; achieve corporate immortality; and finally lead companies well into the next millennium”* (p. 3).

2.4.5.1 Charisma and Corporate Personality

Temporal and Alder, while talking about charisma and corporate personality, observed that “Your personality embraces everything about you - what you are and want to be, your values, dreams and unique characteristics. It is your *personality* what makes you you. We often refer to some persons as having *charishma* when there is something special and attractive about them. Their personality seems to go beyond any of the more visible talents and resources they might possess. Whatever their other characteristics, charismatic people attract others to them” (p. 3-4)

Temporal et. al. further added that “A Company's personality is what makes it different to its competitors. And, just as with individuals, there are companies that have the *special charisma*, and others, even large conglomerates, seem nondescript by comparison. A distinctive corporate personality is what enables the customer to single you out, what makes them remember you, and what creates loyalty. It is what gives a company, organization or institution *life* - human qualities in the mind of its customers that they can relate to. It is what can make an otherwise soulless legal entity seem dependable, caring, lovable, professional or cute and cuddly (a close and trusted friend like). A company, depending on your own personality, you like to do business with” (p. 4).

Moving on, the authors also brought out that “A company personality often reflects how its customers see themselves, or how they would like to be seen. We tend to like people who are like us. And that ‘likeness’ is perceived in terms of human characteristics that go to form personality” (p. 4).

Further, comparing corporate charisma with corporate personality, the authors further asserted saying “Of course it isn’t vital to be charismatic to succeed. We all know people who we would not describe as having charisma yet we admire and respect them for who they are and their own, unique personality. The same applies to companies. Some world class businesses that attract millions of loyal customers may be dependable, sensitive, caring, mature, trendy, or classy – in fact they have a distinct that appeals to a certain market segment. And that genuine, consistent personality is the key to their long term success.....The term *corporate personality* embraces the ideal of charisma that many companies aspire to, but does not exclude other characteristics that might appeal to your customers” (p. 4).

2.4.5.2 Unique Personality – A Foundation for World-class Recognition

Further, Temporal and Alder, while describing the importance of developing a unique personality, opined that “Charisma, or any personality trait,

is in the eye of the beholder, of course, and a successful personality strategy will depend on perception and positioning in the minds of your customers.It is not just about image. In the long run people will be attracted to you for who you really are – your true identity, not an image or façade. So the strategic process involves identifying your true personality, and if need be to change it to align with your mission, vision, values, culture, branding and positioning strategy, and of course your customers. In this way you can project a unique personality that will attract and keep customers and be your foundation for world class recognition” (p. 4 – 5).

And, the authors further asserted that *“Companies that single mindedly set about creating and managing corporate personality along with culture will be the survivors and winners in the next century”* (p. 6). Temporal et. al. further added that “Corporate personality is not a discretionary extra, but, whatever your core product or service, the core attribute for your company to succeed competitively. Everything else from quality control to information technology can be copied, acquired or eventually home-grown. *Personality is different. It is your unique identity*” (p. 7).

The authors, on importance of uniqueness of personality, further observed that “Every human being is unique. And it is not only our physical looks that makes each of us different, it is also our personality. Consequently it is very difficult to copy someone else – to behave like them consistently. Not only are we unique, but we have an unerring tendency to act consistently over time. We tend to stay true to our personality. Wild swings in behaviour are regarded as abnormal; extreme swings, schizophrenic. And the same rules apply to corporate personality. Inconsistency between what you say and what you do, or from one month to the next, will expose you as an impostor, a liar, a cheat” (p. 8).

And, on people like people due to personality and a magnetic attraction, the authors put a question “Why do some products and companies seem to have a special power that draws people to them?” The authors resolved it citing the power of personality as - “The answer is that they have a personality. People like

people – or at least who are like themselves. They don't like dealing with machines any more than faceless bureaucracies. And they particularly like people who are like them." And, they further clarified "But relationships are a two way process. So if a company can understand who its customers are and what are like as people, then build a similar personality for them to identify with, they will create a *magnetic attraction*" (p. 8).

Furthermore, the authors brought out important implications arising out of the above facts and opined that : Firstly, "If a company can provide itself or each of its products with its *own personality*, then imitations will be difficult to create. In this way, *personality is an invaluable intangible asset that cannot be copied or owned by competitors. Other companies can copy or acquire technology, processes, systems, structures and products, but not personality*. If they try, not only will they will be seen as 'mimicking' someone else, but also it will be difficult for them to do that consistently" (p. 9). And, secondly, "Companies must be *consistent in their behaviour*, otherwise they will be seen as wild, erratic or unreliable. This is one of the rules of personality" (p. 9).

2.4.5.3 Strength of Personality - Beating the Competition and Creating Family Bond

Temporal et. al., while talking about personality and competitive advantage, observed, "Personality then, because it is unique, provides a source of sustainable competitive advantage. And if customers or potential customers like what they see in this 'person' then there is every likelihood that they will develop a lasting relationship and they will become 'friends'." They further added that "Some of the world's greatest companies and products grow and prosper on the strength of their Personality", and cited 'Coke' as example (p. 9).

Moving on, the authors, in the context of corporate personality and image, observed, "A company is like a family in all respects. Some of the most successful companies – big or small – are those that have been true to their 'family values', projecting a consistent personality and image. Employee

behaviour or corporate activities that are out of 'character' can result in a tarnished image, a loss of face, and even loss of company friends – customers.” And, further argued, “*Strong corporate personalities have much the same emotional bonding as families. Personality creates the bond, and the difference. For companies, personality is the key differentiator – the one thing that cannot be owned by another company, but which can endure and attract more friends. Corporate personality is more than a name. As with a family, it is what is behind name that counts. You will stand or fall by what your company name means to the outside world*” (p. 10-11).

2.4.5.4 Personality and Corporate Success

Temporal and Alder (1998)⁵⁶, in their current work, had treated 'corporate personality' as the reflection of a comprehensive and all inclusive 'corporate culture' which is the key factor responsible for 'corporate performance and success'. The authors included in it other components (making it comprehensive one) and discussed them under various captions like - corporate vision and mission, brand building and corporate image, positioning and differentiation, advertising and promotion, culture and employee attraction, and the bottom line. A brief account of the same is given below :

2.4.5.4.1 Vision and Mission

The authors observed, “Vision and mission statements are the ways of expressing the aspirations of a company. Invariably, they include references to their philosophy of business and their values that underpin this”. They further clarified it as “ Companies often start (sometimes unintentionally) to lay down the foundations for a corporate personality at this stage.” And, the authors also cited a well-devised and intentional 'vision statement' of a bank which strived to be the 'heartbeat of the community' wherever it operated. Accompanying that 'vision' was 'a whole set of strategies' for exercising social responsibilities, community development projects, environment and ecological up gradation etc. That bank's 'core value' included being caring, friendly, responsible and resourceful. All these

had given rise to unique personality and positioning statements which differentiated that company (bank) from other. That became the basis of organisational success in this case (p. 11–12).

2.4.5.4.2 Brand Building and Corporate Image

In this context Temporal et. al. pointed out : “Some of the world's most successful companies have built their corporate and product brands, by adding personality. This can apply to intangible items which the customers value and feel attracted to, over and above the basic products and services. People are attracted to personalities that are part of the brand proposition. So corporate personality can be the basis of a successful brand strategy.”

The authors further added, “Image is the pooled perceptions that consumers hold about a company. It shows how people see you. The image that eventually appears in consumer minds is a product of a filtering process as they subconsciously sort out what they like and don't like about a company, its products and services.” And, “If the company develops a *distinct personality* and consumers identify with this, the image evoked is much more likely to be strong and favourable. Companies with strongly developed brand personalities usually have strong positive images” (p. 12).

2.4.5.4.3 Positioning and Differentiation

The authors argued that “Positioning is all about **influencing the mind of the consumers to view** the company or its products or services **differently from competitors.**” The further clarified that companies may adopt different positioning strategies, even then the personality provides a consistent platform. And added that “Individual personalities who are well liked find it easier to interact with different people. So it is with companies – if a company is well liked by individuals, businesses and other market segments, success will be easier to achieve.” And, they further clarified “But, as with image, positioning is the customers' perception rather than the company's intention. In this case it is what the customer sees relative to another company” (p. 12–13).

2.4.5.4.4 Advertising and Promotion

The authors further observed, "In order for companies to build strong brands and images, and encourage customer loyalty, there has to be a consistent platform upon which to base these. The key to successful **advertising and promotion** is to make your campaigns creative and different whilst making sure that they are both consistent and appropriate. **Personality provides the foundation. Strong values and personality traits** can be used in creative but appropriate ways to communicate consistent messages." They further added, "The physical appearance of a company through sales outlets can be a turn-on or turn-off to customers. As with advertising and promotion, the company becomes more easily recognizable if colour, layout and materials, for instance, are kept consistent. People are largely consistent in their behaviour, and they like it when companies are too." And further, the authors opined "The personality of a the company can strengthen this perception if it is built into the physical interface with the customer" (p. 13).

2.4.5.4.5 Culture and Employee Attraction

Temporal and Alder, further observed, "Staff feel proud and exhibit loyalty to firms that portray the values important to them. Motivation is much higher than in companies that do not care about their values, and staff turnover is less of a problem. Recruitment becomes easier as the company's reputation as a value-driven organization spreads. On top of this, inspired employees create profitable businesses, so values affect the bottom line. The impact of values on employees tends to be self-fulfilling."

The authors further added, "If staff see the company – and to them this usually means the CEO and senior managers – operating true to its personality, they will tend to behave in the same way. *If the values are practiced widely and continuously within the company, the value driven culture and personality become the one.* You cannot fake culture for long and inevitably people, particularly customers, notice" (p. 13-14).

2.4.5.4.6 The Bottom Line

Finally, Temporal and Alder (1998)⁵⁶ concluded it as : “Corporate personality and the personality values affect consumer and employee behaviour which combine to impact heavily on the bottom line – profit. Over time large increases in sustainable profits and asset value are the rewards.” And, it is true for ‘corporate culture and its core values’ as well – as corporate culture and corporate personality both merge with each other and become one’ (p. 14).

Hence, the message is : ‘Corporate personality and culture – armed with vision, mission, core values, image and brand value – pay well’ (p. 14).

2.4.6 Corporate Image, Brand, Identity, Communication and Global Operations

(In the context of Corporate Culture and Organisational Performance / Success)

2.4.6.1 Introduction

In today’s fast changing global business environment and emergence of a global village, both corporate culture and organisational performance have assimilated various other factors under them to remain relevant. Some of such factors being – corporate image, brand, identity, personality, communication, global operations etc. Factors like image, brand, personality and identity have been traditionally under marketing domain. Communication has been an integral part of all the facets of corporate life. And, in a globalised market, global operations have become the order of the day. As such, in the present day corporate life (and time ahead), all these factors have started forming part of a comprehensive corporate culture and exerting their bearings on companies’ performance and their global operations.

Hence, it is pertinent to examine some views of eminent scholars and researchers in these fields. It may help in understanding the concept a ‘comprehensive corporate culture’ (independent variable) and a resultant ‘total

organisational performance' (dependent variable). Some such views are cited below :

2.4.6.2 Corporate Image and Identity

Nicholas (1990)⁵⁷, in his work 'The Corporate Brand', while discussing corporate image observed, "Corporate image is in the eye of receiver. An organization may transmit a message about itself to its employees, its investors, its customers, and all its internal and external audiences. It may indeed wish to convey a particular *self image*, but it is the reception of the message that is the important factor. The corporate image is simply the picture that an audience has of an organization through the accumulation of all received messages" (p. 21).

And, while discussing corporate identity in the context of corporate culture, Nicholas argued, "Corporate identity, in the view of employees, will be determined by the overall culture of an organization – the assumptions and values of the organization that are transmitted by the collective attitudes and behaviour – and the communication process." Further, the author also discussed about various strategies for effective corporate identity programmes, their values, and a distinct corporate culture and image building for its success and growth (p. 21).

2.4.6.3 Brand and Brand Image

Randall (2001)⁵⁸, while discussing the underlying meanings of brand, quoted some famous British advertising men defining the term as - '*Brands are a part of the fabric of life*' (David Ogilvy); '*Just about the only thing brands have in common is a kind of fame*' (Jeremy Bullmore); '*The brand is a cult object.....it has charisma*' (Judie Lannon); and an allied view of it as '*The brand as hero*' (p. 3). Further, while discussing brand image, the author observed, "Brand image is a phrase used rather loosely, particularly by people outside marketing.In fact *the image of a brand is what exists in the mind of the consumers*. It is the total of all the information they have received about the brand – from experience,

word of mouth, advertising, packaging, service and so on – modified by selective perception, previous beliefs, social norms and forgetting” (p. 7).

2.4.6.4 Corporate or Company Brands

Nicholas (1997)⁵⁷, while defining corporate brand, first explained the basics by citing understanding of brand given by Stephen King (King, 1984)⁵⁹ as “A product is something that is made, in a factory; a brand is something that is bought, by customer. A product can be copied by a competitor; a brand is unique”; and Nicholas further explained ‘corporate brand’ as “It is the joining together of two words – corporate and brand – that suggests a new way of looking at organizations (p. 3). The author further observed, “A corporate brand is more than just the outward manifestation of an organisation – its name, logo, visual presentation. Rather *it is the core of values that defines it*. The communication of those values is of course an important part of what an organisation is. Also, the corporate brand must be able to meet the needs of the often competing claims of its stakeholders. To achieve that it must have clarity of vision, of values and of leadership” (p. 13). The author also clarified it giving an example, “Apple Computers is more than its name and its Garden of Eden apple. It is a company with history, a set of values, a reputation and a strategy for the future, managed and worked for by people. In Stephen King’s terminology, the Apple is something that is ‘bought’ by a wide variety of audiences : everyone from shareholders to employees to consumers” (p. 3).

And Randall (2001)⁵⁸, while discussing company brands observed, “In the market place, both company brands as well as individual product brands do exist simultaneously and in the case of company brands – the name of the company identifies the brand”. The author further added, “It was striking that when *The Economist* surveyed people in Japan, the United states and Europe asking about familiarity with and esteem of brands, the list of world brands was only twelve and a few of them were Coca-Cola, IBM, Sony, Toyota, Mercedes Benz etc.” (p. 113-114).

2.4.6.5 Global Brands and Going Global

Furthermore, Randall (2001)⁵⁸, while arguing for the company as global brand, has quoted Stephen King (1990) who wrote : "The company brand will become the main discriminator. That is, consumers' choice of what they buy will depend less upon an evaluation of the functional benefits to them of a product or service, rather more on their assessment of the people in the company behind it, their skills, attitudes, behaviour, design, style, language, greenism, altruism, modes of communication, speed of response, and so on – *the whole company culture*, in fact." And, the author further quoted Hamel and Prahalad (1994), the most influential writers on strategy in the 1990s, who had earlier cited SONY (any new product bearing four famous letters) and advocated for "banner brands" (multiple products and businesses) and said : 'We believe that any company that fails to take advantage of the logic of banner branding will find itself, long-term, at a competitive disadvantage' (p. 114-115).

Further, Randall, while discussing global brands and going global, observed, "Coca-Cola and McDonald's are famous examples of global brands, the Japanese car and consumer electronic manufacturers are as near as global brands" (p. 122). The author further added, "Going global is always going to be expensive and difficult, but seems a prize worth aiming for and the reasons being - must be global to survive, clients are going global, markets are becoming the same, competition, global economies of scale, profit opportunities, etc." (p. 129-130). Randall further maintained, 'World is becoming more global, we talk of the 'global village', in the current age, globalization is an irreversible phenomenon, all the iron walls which existed in the different parts of the world had shattered long back. globalization is here to stay', and the author argued, 'then why not to take the maximum benefits out of it by going global?' (p. 121, 132).

And, Nicholas (1997)⁵⁷, while discussing global image and brand for corporates, observed, "Being more 'global' means earning the trust with all of an organisation's stakeholders throughout the world by consistent quality and service, especially when a company lacks control over more downstream

activities. However, most organisations could and should be able to build a consistent approach to branding. The first and most obvious element of global corporate branding is a consistent approach to naming. The true global corporate brands employ the same name everywhere : Nike, Apple, Microsoft, Sony, McDonald's and IBM" (p. 150).

2.4.6.6 True Global Brands and Global Corporate Culture

Furthermore, Nicholas (1997)⁵⁷, while discussing true global brands and global corporate culture observed, "True global brands – of which there are very few – plan and manage on a global basis. They transcend nationality in their thinking and their cultures. The dominant element in their make-up is not national heritage – although there may be some elements of this – but a global corporate culture. To create a global corporate brand requires the integration of a consistent approach to human resources, so that service levels and employee attitudes and behaviour are similar in all countries – a measure of the strength of the corporate brand – together with a consistency in the tone of marketing communications" (pp. 155).

2.4.6.7 India Inc. and Global Brands

Klaus Schwab (2004)⁶⁰, chairman of the World Economic Forum (WEF), recently spoke during an interview with the Times of India, **"India is among the fastest growing economy in the world. It has beginning to attract attention as a global investment destination."** And, Schwab further maintained, **"I see a big change in corporate India. Indian companies, which earlier enjoyed protected markets, have adapted well to the opening of the economy. India is a classic example. I am impressed by how well Indian companies have moved from a management style rooted in a protected environment to a management style which is exploiting global competitiveness. The change has become visible only in the last year. The next step for Indian companies is to become global multinationals. There**

are only a handful of Indian MNCs. India has to build global brands. There should be at least 30 global Indian companies.”

And finally, **Mukesh Ambani** (2003)⁶¹, chairman of Reliance Group, urging Indian corporates to build global brands and focusing on India's knowledge and IT strengths - what he called 'the 21st century miracle' and maintained – “**India's moment has arrived. We have once-in-a-life-time opportunity to lead the world led by our knowledge strengths and building global brands in information technology (IT) and other knowledge based industries.**”

2.4.7 Discussions : Emerging Corporate Cultures

The traditional companies (old economy companies) and their cultures that ruled the industrial and business scenario world over for decades (and couple of centuries) are increasingly becoming less relevant. Even their age old rigid 'hierarchy system' and the 'brains' at the top and 'the hands' at the bottom concept is shattering. Their culture's fabrics have developed holes and the culture is on decline.

Now, IT and knowledge based companies (new economy companies) of the modern era are dominating the business scenario. Their structure is different, their people are highly skilled, their working and business environments are different and the entire organisation is stuffed with knowledge. Their new corporate cultures are emerging. Various observations of different scholars and researchers on this topic have been presented above (under heading 2.4 and sub-headings 2.4.1 – 2.4.6) which give an insight into it. However, a brief discussion on the subject and further analysis of the same will enable us to draw conclusions and inferences which may be helpful in solving the research problem of the current research study on 'corporate culture and performance of Indian IT companies'. It is presented below :

Deal and Kennedy (1999)²⁶ found that the traditional corporate cultures were in crisis. The traditional 'corporate culture' underwent a sea change and the

process is still continuing. It happened due to changing technologies, market forces, globalization and fast changing business environment worldwide.

On ***emergence of new corporate cultures***, Deal et. al. (1999)²⁶ further established that 'the rise of shareholder value and short-termism' were the first and foremost cause behind this happenings. They have also been threatening and crushing the old culture and its values. The other such causes being – 'downsizing and reengineering' (corporate lobotomy), 'outsourcing' (corporate amputation), 'merger mania' (shotgun marriage), 'computers' (cultural isolation) and 'globalization'. And, as a result, the combination of these factors decimated traditional corporate cultures, replacing joy, commitment, and loyalty with fear, alienation, and self-interest.

on ***new dimensions in corporate cultures***, Sherriton and Stern (1996)⁵⁴ found the emergence of new dimensions in corporate cultures during the last one decade. Their emergence was largely attributed to rampant 'mergers and acquisitions', followed by 'globalization', 'downsizing' or 'rightsizing' etc. which stirred up the old business environment and posed various challenges. They distorted the old culture and their values. The authors further tried to found suitable solutions of the problems posed by the emerging dimensions. They suggested new strategies which included - 'reengineering', 'Total Quality Management' (TQM), 'team culture', 'high performing teams' and 'organisational team' etc. as the possible solutions.

On ***emerging culture in IT and knowledge era companies***, it was presented earlier under heading 2.3 (and sub-headings 2.3.1 - 2.3.5), and views of various scholars like Turner (1990)¹¹, and Deal and Kennedy (1982)²³ were presented. Their observations were further discussed and analyzed under subheading 2.3.6. The main points discussed by these scholars included - '*flat organisations, breaking down of authority, responsibility hierarchy, organizations stuffed with knowledge, leader to manage the culture etc.*' (Turner, 1990)¹¹; and '*highly decentralized organizations, atomized organization etc.*' (Deal and Kennedy, 1982)²³.

On '*corporate charisma*' - *company's image, personality, brands and culture*, Temporal and Alder (1998)⁵⁶ found that these factors create, develop and manage many favourable things in the organisations, and to mention a few - *value-driven visions and mission, lasting corporate identity, future strategic direction, competitive advantage, powerful corporate brand, customer loyalty, boost employee morale and commitment, attract new customers, improve internal and external customer service, provide focus and direction for advertising and public relations, escape the product life cycle trap, achieve corporate immortality, and finally would lead companies well in the right direction to take on future challenges.*

A person's *personality* includes everything – one's present self and future aspirations, one's values, dreams and other unique characteristics. A *charisma* is created when there is something special and attractive about a person. Charismatic people attract others to them. Same thing goes for a corporate and its personality – i.e. '*corporate personality*'.

A '*charismatic corporate personality*' attracts millions of people and customers in various ways and brings long term success. Personality is the key differentiator. An '*unique personality*' lays down a foundation for world-class recognition. The '*strength of personality*' beats the '*competition*' and creates '*family bond*' which is important for corporate success. Also, *personality is an invaluable intangible asset that cannot be copied or owned by competitors.* Other companies can copy or acquire technology, processes, systems, structures and products, but not personality.

Also, '*vision and mission statements*' are the ways of expressing the '*aspirations of a company*'. They also reflect '*personality*' of the corporation and philosophy of their business. Successful companies build their '*corporate and product brands*' by adding '*personality*' to it. '*Image*' is the pooled perceptions that consumers hold about a company. Company's '*culture and their values*' attract people and present and potential employees towards it. These employees

create profitable business. As a result, corporate personality, image and brand bring corporate success and world-class recognition.

Finally, the bottom line : Temporal and Alder (1998)⁵⁶ concluded as *“Corporate personality and the personality values affect consumer and employee behaviour which combine to impact heavily on the bottom line – profit.”* And, same thing goes for *‘corporate culture and its core values’* and *‘corporate culture and corporate personality both merge with each other and become one’*.

And, the message being - *‘Corporate personality and culture – armed with vision, mission, core values, image and brand value – pay well’*.

Further, on **corporate image, brand, identity, communication and global operations**, Nicholas (1990)⁵⁷ opined about *‘corporate image* as the picture that an audience has of an organization’, and *‘Corporate identity* is determined by the *overall culture* of an organization which includes the assumptions, values collective attitudes and behaviour’.

And, different views on *brand* came as - *‘Brands are a part of the fabric of life’* (David Ogilvy); *‘Brands have a kind of fame’* (Jeremy Bullmore); *‘The brand has charisma’* (Judie Lannon); and, *‘The brand as hero’* (an allied view). Also, *brand image* was defined as – *‘The image of a brand is what exists in the mind of the consumers’* (Randall, 2001)⁵⁸.

About *Corporate or Company Brands*, Nicholas (1997)⁵⁷ first compared a *product* and a *brand* as - *‘A product is made in a factory, but a brand is bought by consumers. A product can be copied but a brand is unique’*. And, then he opined about *corporate brand* as – *‘A corporate brand - it is the core of values that defines it.’*

Further, Randall (2001)⁵⁸ described *company brands* as – *‘The name of the company identifies the brand’*. And, some famous brands were cited as - Coca-Cola, IBM, Sony, Toyota, Mercedes Benz etc.

And, in the context of *global brands* - 'the *company brand* will become the main discriminator. It represents – *the whole company culture*, in fact' (Stephen King, 1990). And, Hamel and Prahalad (1994) advocated for "banner brands" (multiple products and businesses). Randall (2001)⁵⁸ identified 'Coca-Cola and McDonald's as *global brands* and found Japanese car and consumer electronics as near as *global brands*.

Furthermore, '*going global* is a prize worth aiming for, as world is becoming more global and now people talk about a 'global village' ' (Randall, 2001)⁵⁸. And, Nicholas (1997)⁵⁷ advocated for *global image and brand for corporates* as - 'Being more 'global' means earning the trust with all of an organisation's stakeholders throughout the world', and pointed out that 'The true global corporate brands employ the same name everywhere : Nike, Apple, Microsoft, Sony, McDonald's and IBM.'

Nicholas (1997)⁵⁷ also talked about the '*True global brands*' and pointed out that '*True global brands* are very few, they plan and manage on a global basis, they transcend nationality in their thinking and their cultures, and represent a *global corporate culture*.' And, Nicholas further asserted that '*To create a global corporate brand requires the integration of a consistent approach to human resources, so that service levels and employee attitudes and behaviour are similar in all countries – a measure of the strength of the corporate brand – together with a consistency in the tone of marketing communications.*'

Thus, above views and findings of various scholars reconfirm that there exist close interrelationships between brand and corporate culture, corporate identity and overall organisational culture, global brand and global corporate culture, global brand and global performance, brand performance and corporate performance, global operations as a part of organisational operations and performance etc. And, there may exist interrelationships among these various factors and set of factors too. Hence, some of these factors may be selected as factors related to 'corporate culture of Indian IT companies and their organisational performance' which is also the topic of the present research study.

And finally, while talking about *India Inc. and Global Brands*, Klaus Schwab (2004)⁶⁰, having assessed the strengths of Indian corporates, asserted that **“India is among the fastest growing economy in the world. ... I am impressed by how well Indian companies have moved ...to a management style which is exploiting global competitiveness. The change has become visible ... The next step for Indian companies is to become global multinationals. There are only a handful of Indian MNCs. India has to build global brands. There should be at least 30 global Indian companies.”**

And, Mukesh Ambani (2003)⁶¹, urged Indian corporates to build global brands and expressed his faith in India's knowledge and IT strengths - what he called **‘the 21st century miracle’** and asserted – **“India's moment has arrived. We have once-in-a-life-time opportunity to lead the world led by our knowledge strengths and building global brands in information technology (IT) and other knowledge based industries.”**

The above two statements by two leading corporate and business personalities of the world reconfirm strengths of Indian corporates, and particularly information technology (IT) companies, and also indicate an urgent need to build ‘Global Brands’, and possibly ‘India's Global IT Brand’ – which is already happening.

2.4.8 Analysis and Inferences : Emerging Corporate Cultures

Thus, on the *emergence of new corporate cultures* (Deal and Kennedy, 1999)²⁶, and on *new dimensions in corporate cultures* (Sherriton and Stern, 1996)⁵⁴, the views expressed by those authors in two different studies are quite similar and supporting each other's observations. In fact, these newly emerged dimensions, such as, ‘the rise of shareholder value and short-termism’, ‘downsizing’, ‘reengineering’, ‘outsourcing’, ‘mergers and acquisitions’ ‘computers’ and ‘globalization’ etc. have greatly affected the values and culture in organisations as well as millions of workers' lives. Though, they have some positive effects also in terms of corporate profitability and performance, but at the

cost of culture and workers' welfare. Some of these factors may be useful in understanding the present research problem, which is focussed on 'corporate culture and organisational performance'.

And, the views of Turner (1990)¹¹, and Deal and Kennedy (1982)²³ - on *emerging culture in IT and knowledge era companies*, appear to be quite relevant in solving research problem of the present study. As the topic of the present research study directly relates to IT and knowledge based companies. (The research topic being - 'corporate culture and their total organisational performance of Indian IT companies'). Hence, it is inferred that their views and findings may provide useful cues in formulating research strategies and solving research problem in the current study.

Further, the views and research findings of Temporal and Alder (1998)⁵⁶ about '*corporate charisma*' - *company's image, personality, brands and culture*, are quite appealing. They appear to be quite relevant for the new breed companies like 'Indian information technology (IT) companies' (directly related to current research topic), which are operating globally, possess global culture, image, personality and brand value, and have also attained global stature and world class recognition and performance. *Hence, authors' views as well as the above factors may form part in studying 'corporate culture and organisational performance' of Indian IT companies in the current research study.*

And finally, the views and research findings of various scholars on *corporate image, brand, identity, communication and global operations* – in the context of *corporate culture and organisational performance* were examined in above discussions. It has been established above that close interrelationships exist among corporate image, corporate identity, corporate and product brands, global brands, corporate culture, global corporate culture etc., and also corporate image and organisational performance, brand performance and corporate performance, going global, global operations and organisational performance etc.

And, Indian IT companies are already operating globally, have attained global image, brand and stature. They have also developed their global corporate culture. Hence, some of the above factors like – corporate image, identity, brand, global culture, global brand, going global, global operations, global performance etc. may be included in the current research study (*'corporate culture and organisational performance'*).

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CHAPTER-III

REVIEW OF LITERATURE AND REPORTS ON THE SELECTED IT COMPANIES

(Six Selected Indian IT Companies)

CHAPTER-III : REVIEW OF LITERATURE AND REPORTS ON THE SELECTED IT COMPANIES

3.1 Infosys Technologies Limited : (Infosys)

3.1.1 Corporate Culture of Infosys

3.1.1.1 The Top Leadership

N. R. Narayana Murthy^{1&2}, the chairman and chief mentor of Infosys, guided one of India's best known software companies through its birth, adolescence and maturity stages for over 21 years including the difficult formative years. Murthy as the founder leader and its chief mentor was the man and main force behind shaping the culture of Infosys and taking it to the great heights. Murthy is now engaging in playing its 'Chief Mentor and Ambassadorial Role' like Bill Gates at Microsoft. And, Nandan Nilekani as CEO and MD is engaged in taking the company to the new heights and fine-tuning the culture to keep pace with the time.

Sovereign magazine(2001)³, in its special issue on NR Narayana Murthy, has observed in its editorial, "The fourth name (about eminent Indians) they (foreign delegates) mentioned was Narayana Murthy of Infosys. As one who revolutionized the Indian IT industry, innovated wealth creation and distribution and created a new culture, he is the often mentioned Indian in many countries."

3.1.1.2 Values, Beliefs, Philosophy and Culture

Rani (2002)⁴, in her study on Infosys's travel of 21 years examined its philosophy, vision, culture and performance and observed, "Infosys has defined its agenda 'to assist customers in transforming their business through technology'. ... – 'Infosys lays greater emphasis on value for money and

excellence in execution.' 'Believes and practices in multiculturalism. Presently people of 26 nationalities are working with them. Lays thrust on becoming more multicultural'. ... 'Desires and dares to compete with global players and the global markets.' 'Dreams for great success' and makes greater efforts to ensure 'the dream comes true.' ... 'Always looking for next phase of their evolution.' 'Leads the change and always demands performance. Identifies and sets high performance standards and rewards for performance.' Every senior management bought into the idea – 'what are the things I can do to help company to achieve the goals that it has set for itself.' Market leader in domestic banking technology sector."

Rani (2002)⁴ further examined Infosys's traits, beliefs and values as, "Infosys believes in and practices for - ethics in business, professionalism, strong competition, intellectual capital creation, high quality products and services, strong marketing, brand building and cementing brands, Infosys .. does the things differently, looks for 'new way of doing business', takes on challenges, meets the threats with vigour and determination, strives for excellence, continues to grow even in tough and difficult situations, ... foresightedness, ... always had a finger on the pulse of market, that's why the company had the spectacular growth..... great customer-care and ensures their satisfaction, understands customers needs and tailors solutions for them, ... maintains deeper and broader client relationship, ... makes everybody to be more customer focused,..... external interaction with – customers and investors, cost consciousness, cost reduction, ... Infosys believes in physical manifestation ...and exhibits through creating world class infrastructures, magnificent campus, hi-tech. development centers.... These days clients are looking for more efficient spending on technology and Infosys has positioned itself as a premier organization in the current era."

3.1.1.3 Work Culture and Environment

S. Gopalakrishnan¹, a co-founder & board member of Infosys, spoke about the organizational culture and work environment as, "We believe in an

organization with less hierarchy, and faster decision-making. In order to make that happen, every Infoscion needs to know how the organization works, how decision are made, and what drives us. So it is important for us to communicate this to everyone." Accordingly, Infosys has created an open work environment which includes the sharing of information about business performance, plans, goals, and strategies. Its internal communication system keeps the Infoscion abreast of latest corporate and business developments, and equipping him or her to be a "brand ambassador" for the company. Infosys, as dynamic and fast growing company, takes on the challenges with vigour and futuristic vision, creates next generation products and services, and excels not only in technology but in management, marketing, financial and quality practices, innovations, people management and human development - the excellence extends much beyond technology roles, which has made it a globally admired company

Sukumar (2001)⁵, in his study on Infosys's wealth and values, observed, "Infosys has offered stock options to 7,853 employees thus creating 1,773 rupee millionaires and 213 dollar millionaires."

Misra et. al. (2001)⁶ further added, "Infosys follows a vigorous recruitment program, which includes components like fit with organizational culture and values among other things;. The work life at Infosys is tailored around personal lives of employees, not the other way round. All possible facilities are available on-site to all employees. Infosys places a great emphasis on the continuous up gradation of skills; 2.65 percent of the Infosys turnover is spent on education and research. Every Infoscion receives an average 47 hours of training. In the technology sector, where employees are the key to wealth-creation, the sharing of that wealth helps increase their motivation.Infoscions are not only treated like owners, they are all technically owners. Every employee, both managerial as well as non-managerial, owns stock in the company. Other forms of reward include competitive pay, pegged at the fourth quartile, incentives, and attractive loan schemes. Regular 'value workshops' are held to reinforce the articulated values. Infosys contributes to the society at large through the

'Infosys Foundation'. One percent of the company's profits are donated to this foundation every year, and employees are also encouraged to contribute to different funds. Despite being a global organization, Infosys manages to retain the spirit and warmth of a small, software hot-shop." And, often employee would say, "Working at Infosys is an experience, something which is difficult to put into words."

3.1.1.4 People and Work Environment

Misra and Misra (2001)⁶, in their study on "Why Infosys is Numero Uno (number 1)" , argued, "This is truly an exceptional place to work. The buzz, energy, and excitement at the Infosys campus cannot go unnoticed. Employees – they call themselves as Infoscions – are proud to be part of this fast-growing company.the success of any system or programme in a company is directly related to the level of senior-management commitment. At Infosys, the high level of senior management involvement and commitment is a key differentiating factor. They communicate and share information with employees on a regular basis, stand in the lunch queue with everyone else, play an active role in all employee events, take inputs from employees while taking decisions, have an open-door policy, and build a personal rapport with employees. There is no hierarchy and everyone is treated and behaves like equals."

The company provides to its employees^{1&2} continuous learning and personal as well as professional development programmes to keep pace with the fast-changing industry. These include major initiatives such as the Infosys Leadership Institute to various management development, technology advancement and personal improvement programs. Also, life at Infosys is full of fun and events - where employees can pursue their interests in areas as varied as arts, culture, or sports. Employees express their various skills and interests through forums that include an "Art Gallery" on campus dedicated to displaying the works of Infoscions, daily quiz competitions, and regular music meetings that keep the place abuzz with creativity.

3.1.1.5 Infrastructures and Ambience

Infosys^{1&2} over the years has created a world class knowledge-networked work environment, infrastructures and ambience such as hi-tech. development center campuses in India, global development centers, client connectivity infrastructure, information infrastructures, magnificent buildings and offices, auditoriums, and recreations and facilities like gyms, canteen, library, sprawling lawns etc. which enable its employees to work in an excellent environment and provide high quality solutions to its clients.

3.1.1.6 Social Responsiveness

“It Is Better To Light A Candle Than Remain In Darkness” being the guiding principle¹, Infosys is a strong believer of contributing back to the society. To fulfil this aim, Infosys Foundation with its chairperson as Sudha Murthy came into being in 1996 with the objective of supporting the underprivileged in our society. The Foundation is committed to improving the health, education, social rehabilitation, rural upliftment and basic facilities, and promoting arts and culture. In a short span, the Foundation has successfully implemented various projects in the social sector and benefited a large number of individuals and institutions. At the moment, its activities cover 6 states – Karnataka, Tamil Nadu, Andhra Pradesh, Maharashtra, Orissa and Punjab.

3.1.1.7 Infosys' Culture

Mukerjea et. al. (2003)⁷ in their study also highlighted certain organizational philosophy, values, vision and traits of Infosys's supreme leader, the organization builder and the chairman, N.R. Narayana Murthy. The authors quoted him saying, “Respect is the first thing we look for when doing anything.” Murthy further said, “My responsibility is to conduct myself in a manner that enhances the respect for the organization. At the end, respect comes to the people who do desirable things and who can be trusted. When you make a statement, people should say we believe.” Murthy also added, “ People should respect his company for its openness, honesty and decency.”

And, on being a trustworthy company, Infosys' managing director, president and CEO Nandan M. Nilekani said, "We don't care if people consider us smart (or not). But they must say that ... we are trustworthy. Respect comes when people can take your word as sacrosanct."

Mukerjee et. al. (2003)⁷ further maintained that 'crisis brings out the best in companies, and on that count, when software firms came under pressure in 2002 due to the global meltdown, Infosys and its supreme leader Narayna Murthy showed tremendous resilience even in times of crises'. And, the researchers concluded their study saying : 'By voting Infosys the top winner – "No. 1 Information Technology Companies : Infosys (at par with Wipro)" the respondents have rewarded the organization for its unflinching character and uncanny ability to fight against the odds.'

3.1.2 Organisational Performance of Infosys

3.1.2.1 Global Operations

Infosys^{1&2}, with over 19000 employees worldwide, provides consulting and IT services to its clients globally through its worldwide offices and development centers. It has got 345 clients worldwide and many of them are *Fortune-500* companies. Infosys is a very well globalised company in terms of 'customers' and 'investors'. According to a *Business Week* survey (2004)⁸ of the world's best IT companies, Infosys was placed 27th globally on the list of top 100. The company aspires to become one of the top 5 IT company of the world.

3.1.2.2 Financial Performance

The company's latest financial performance during 2003-04⁹ was : sales (Rs. 4,760.9 cr.), net profit (Rs. 1,243.5 cr.), an increase in tangible income (44%, over the last year)²², market capitalization (Rs. 32,909.00 cr., an increase of 22.58% over the last year, figure as of 31.3.2004)²² and its brand value or intangible assets alone estimated at (Rs. 8,185.00 cr., an increase of 9.30% over the last year)²² and it became 'India's second \$1-billion company' in IT software and services sector. The performance during previous year (2002-03)¹⁰ was as :

market capitalization (Rs. 25,548.24 cr.), assets (Rs. 3,596.91 cr.), revenues (Rs. 3,622.69 cr.), net profit (Rs. 957.93 cr.), and return on capital employed (47.39%). And, on export front(2002-03)¹¹, the company consistently ranked 2nd in two consecutive years as India's top software and IT services exporter with performance as : export revenue 2002-03 (Rs. 3,544 cr.), export revenue 2001-02 (Rs. 2,552 cr.), and export growth (39%).

Rajadhyaksha and Sarkar (2002)¹² and Celestine (2003)¹³ carried out their study of leading Indian corporates from all sectors of industry and aimed at identifying **India's Real Worthy Companies**. They did 'the most rigorous ranking of India's top 500 companies' for the years 2001 and 2002, and also ranking of computer software companies separately. And, on the basis of financial parameters like sales, total assets, net profit, roce etc., they established the performance and worth of **Infosys** in the all industry category for the recent year 2002 as : rank 2002 (83), rank 2001 (102), sales (Rs. 2603.6 cr.), sales cagr i.e. compounded annual growth rate (71.6%), total assets (Rs. 2,562.1 cr.), net profit (Rs. 808.0 cr.), and roce (38.8%); and its rankings in the two consecutive years in overall industry category as 102nd and 83rd ; and the rankings in computer software companies category as 3rd and 3rd.

Business India (2000-2003)¹⁴⁻¹⁶ carried out three separate studies in three consecutive years in quest of **India's super-100**, the best performing 100 companies, from all sectors of industry. The study reported the recent super financial performance of **Infosys** for the year 2003 on various financial parameters as : super rank 2003 (8), super rank 2002 (8), sales (Rs. 3,622.70 cr.), sales rank (29), profit after tax (Rs. 957.90 cr.), profit after tax rank (11), net fixed assets (Rs. 772.70 cr.), net fixed assets rank (68), market cap (Rs. 31,375.24 cr.), and market cap rank (4); and its super performance rankings in the three years (2000, 2001 and 2003) as : 17th, 13th and 8th.

Nayak (2003)¹⁷ concluded research for finding out India's 16 best managed companies as the benchmark - '**the super 16 index**', from all sectors of industry for the year 2003, based on various corporate performance

parameters. The researcher reported the performance of **Infosys** as : share price on January 1, 1997 (Rs. 100.38) and share price on May 27, 2003 (Rs. 2,605); increase share price (26 times), earning per share (Rs. 144.61), profit earning ratio (18.6), market cap (Rs. 1,7813.09 cr.), share price 52 week high (Rs. 4,873), share price 52 week low (Rs. 2,420), closing price on May 27, 2003 (Rs. 2,605), sales (Rs. 3,623 cr), and profit after tax (Rs. 958 cr.).

3.1.2.3 Among India's Most Respected Companies : (1997-2003)

In order to find out **India's most respected companies** (1999-2003), a series of studies were conducted by Mukerjea and Bhattacharjee (1999)¹⁸, Business World (2001)¹⁹, and Mukerjea and Dubey (2003)⁷ in alternate years to list 100 such companies from all sectors of industry. These studies were done on a much enlarged 20 corporate performance parameters, such as – top management leadership, depth and quality of talent, ability to attract talent, transparency, ethical organization, social responsiveness, environmental consciousness, quality of products and services, customer satisfaction, corporate brand, dynamism, continuous innovation, global competitiveness, quick response to change, record of corporate performance, good returns to shareholders etc. **Infosys**, on a list of 100 most respected Indian companies, was ranked as : 6th (1999), 1st (2001) and 1st (2003). The same studies, while ranking top **10 Indian IT companies**, ranked **Infosys** as : overall 1st (2001), and on 'ethical organization' count (1st) in the same year; and again overall 1st (2003).

Mukerjea et. al. (2003)⁷ in their current study also found that Infosys was ahead in its ability to attract talent, transparency, ethics and environmental consciousness. The company also scored the highest points (334.6) on returns to shareholders and on payment of taxes in a transparent way. And, the researchers further quoted Narayna Murthy saying, "it's the responsibility of the corporates to pay taxes. We go overboard in making sure we comply with rules and regulations."

3.2 Wipro Technologies Limited : (Wipro)

3.2.1 Corporate Culture of Wipro

3.2.1.1 The Top Leaderships

The visionary topmost leader^{1&2} Azim Hasham Premji, an alumnus of Stanford University, USA, joined Wipro in 1966 at the age of 21. Under his able leadership, a Rs. 70 million company in hydrogenated cooking fats has grown to a \$1-billion (2003-04) diversified, integrated corporation in IT software and services, technology products and consumer products with leadership positions in the businesses it is in. In a short span of two decades, Azim Premji took Wipro to a new height, became world's richest Indian in 1999 and went on an acquisition spree in 2003 by acquiring BPO, R&D and consultancy companies to strengthen company's IT business world wide. A role model for young entrepreneurs across the world, Azim Premji has integrated the country's entrepreneurial tradition with professional management, based on sound values and uncompromising integrity.

Premji's strength^{1&2} lies in bringing together and building charged teams of high potential, high performing people. His vision and pragmatism have helped Wipro Corporation become the 2nd most competitive and successful company in India as rated by *Business Today* (2003)²⁰, a leading business magazine in India and in terms of market capitalization it is among the top 10 corporations in India.

Azim Premji very strongly believes that the most important contributors to Wipro's success have been the articulations and faithful adherence to core values, a shared vision for the future, identification and development of Wipro leaders through clearly defined Wipro leaders' qualities. A hands-on business leader with standards of excellence in everything that the corporation does, Premji is almost fanatical about delivering value to customers and his willingness to sacrifice business and profits to hold on to "Our Promise".

Karmali²¹, on Premji's values and belief, wrote, "Premji pays more than lip service to his belief in corporate ethics. He makes it a point to address new employees of Wipro group within a few months of their joining and talk about Wipro values. The way he defines integrity is simple : "Whatever you do on behalf of Wipro, ask yourself this question : 'Are you willing to have this act of yours published in the next morning's newspaper with your photograph next to it? If your answer is 'Yes', go ahead and do it. If not, don't." And, on the openness in the organization created by the top leadership, Karmali quoted Sridhar Mitta, an offspring of Wipro and now a successful businessman, saying, "It's is a very open organization and completely devoid of politics. A lot of us who have left have a really good feeling about the company."

Premji was the prime mover^{1&2} behind Wipro's decision to achieve "Six Sigma" status. In his address to the top management of Wipro Corporation on May 2, 1997, he said, "The end objective of our 'customer-in' concept is that we want to build the voice of the customer in our products and services. This is opposite to the concept of 'product-out', which is the way the world has been operating for some time." In this journey of achieving the near defect-free products and services, Premji is very clear that as a world class organization, what Wipro needs to be concerned about is the process, not merely the results.

The new economy baron Azim Premji also emphasized, "As you get bigger, you have to learn to delegate" and laid tremendous emphasis on people development.

Azim Premji, as a business leader, has got so many personal achievements²² to his credit and some of them being - *Business Week* profiled Azim Premji as 'India's Tech King' (*BusinessWeek*, Oct 13, 2003), Azim Premji voted the 15th most powerful man in the world (Power 50,2000, by Asia Week, 2000), Azim Premji in Forbes magazine's list of the world's richest people (1999), Azim Premji in Fortune's Power 25 list, "Businessman of the Year" (2000, by *Business India*), "IT Man of the Year" (1999, by *Dataquest*), Azim Premji among 'The stars of Asia' and so on.

The leadership and vision^{1&2} provided by the second top man, Vivek Paul, Vice Chairman and President of Wipro, brought a strong focus on values, building human capital and establishing leadership in quality processes. The resulting process quality orientation, reskilling of the workforce and transparency in management drove customer satisfaction, business growth and recognition as a favored employer. Paul also made focused acquisitions to expand the range of offerings, using a small inorganic nucleus in identified practices or verticals to drive organic growth. Vivek Paul vigorously worked for company's brand building. And now, Wipro's brand name is globally recognized by customers, industry analysts, and general media. Apart from these, Paul's strategic initiatives resulted into revenue and profitability growth (global services revenue have grown at over 45% a year and operating profits have grown at over 35% a year). Now, he is actively involved in further globalization of services and realizing Wipro's vision of being among the top 10 global technology service providers into reality.

3.2.1.2 Values, Beliefs, Philosophy and Culture

Srikanth and Prasad (2000)²³, in their study on Wipro and interview with Azim Premji, quoted him saying, "Integrity is not negotiable. It is a black and white issue. We do not look at grey There are many shades of grey." Further, on people and power of mind, Premji put his views, "The nature of critical resources for an organization has changed.The critical resource in information age is the power of mind.They (companies) must not only attract the best of minds to join the organization but also create a strong sense of ownership in them." And, about employee's welfare at Wipro, the authors wrote, "Three office-bearers worth more than Rs. 100 crore, one of whom has since left to launch his own company. Number of shareholders who are billionaire are 32."

Jack Welch¹, chairman, General Electric, USA lauded performance of Wipro saying, "From the first day in dealing with Wipro, there's been nothing but quality, character, highest integrity, highest quality work. As a joint venture, you

wouldn't find a better partner. As a supplier, you wouldn't find a higher quality partner." *Business Week*²² praised Wipro as 'the live wire in Indian high-tech.', where as *Forbes Global*²² observed, ' Wipro is positioning itself to tackle more complicated projects.'

Denny Brown¹, CIO, Pinnacle West, lauded Wipro with the remarks, "Innovative and cost-effective IT solutions are an increasingly important aspect of creating value and competitive advantage in the utility industry. Wipro impressed us by the quality of its processes, the commitment of the people and their knowledge. When all this combines, it means Pinnacle West has gained a very dynamic solutions partner."

And, Karen Forte¹, head of IT, Allianz Ireland, commended Wipro with the words, "Solid credentials and a long history, whose vision is backed up by very solid investment. Wipro is not only investing in their infrastructure in terms of buildings, technology and quality management systems but also in terms of the recruitment of high caliber graduates, education and promotion opportunities."

Sukumar (2002)²⁴, on his study on Wipro's culture and philosophy, quoted Azim Premji saying, on business process, "It is very difficult to manage high quality growth without good processes. In one way, processes force some amount of culturisation.....You have cultural continuity. You have a good process in terms of training and leadership." And, on innovation, Premji spoke his mind, "We identified innovation as a major corporate initiative a little over 15 months back.....Innovation is a structured methodology and there is nothing miraculous about it."

3.2.1.3 People and Work Environment

Wipro treats people^{1&2} with great care and has developed a clear set of people practices to differentiate from others and provide an environment that motivates people to give their best, to deliver what the clients need and their commitment to the clients they serve and their ability to develop and sustain long-term relationships. The company provides an environment conducive to

personal and professional development of the people in the forms of performance-linked compensation, opportunities to create and share wealth, or continuous learning opportunities. Wipro has become great place for talented people to grow. In fact, over the years Wipro has become the breeding ground for new entrepreneurs. And, many of the off springs of Wipro are today are heading successful companies of their own.

3.2.1.4 Wipro's Culture

Mukerjea et. al. (2003)⁷ in their study also brought out certain values, vision, traits and commitments of top leadership the top performing company – Wipro, and maintained that ‘when software firms came under pressure in 2002 due to the global meltdown, Wipro showed tremendous resilience.’

And, the researchers, in their study report, finally cited certain traits and values of Wipro's leader, organization builder and the chairman, Azim Premji. The authors quoted Premji saying, “Integrity is nonnegotiable. It is not just about refusing to bribe..... it is about honouring commitments – in letter and spirit.” Then, the researchers concluded their study saying : ‘Premji have shown tremendous resilience even in times of crises. By voting Wipro a top winner – “No. 1 Information Technology Companies : Wipro (at par with Infosys)”, the respondents have rewarded the organization for its unflinching character and uncanny ability to fight against the odds.’

3.2.2 Organisational Performance of Wipro

3.2.2.1 Global Operations

Wipro^{1&2} provides a range of IT services, product design services and business process outsourcing services with six sigma quality consistency to its 300 customers (50 of these are *Fortune-500* companies) across the world, through 21,000 IT practitioners and domain consultants and offices and development centers in 30 locations around the world including USA, Canada, Europe, Japan and India, using a global delivery model (GDM) having significant time and cost reduction, with state-of-the-art communication facilities and

infrastructure created globally. Some of their representative clients include Microsoft, Sony, HP, Toshiba, ABN Amro, Morgan Stanley, Thomas Cook, Scottish Parliament, General Motors, OTIS, Xerox, Seagate, Gillette, Best Buy, Compaq, and Epson among others. According to a *Business Week* survey (2004)⁸ of the world's best IT companies, Wipro is placed 62nd globally on the list of top 100.

3.2.2.2 Financial Performance

The company's latest financial performance during 2003-04⁹ was : sales (Rs. 5,168.5 cr.), and net profit (Rs. 914.9 cr.), and became 'India's third \$1 billion company' in IT software and services sector. The performance during previous year (2002-03)¹⁰ was as : market capitalization (Rs. 33,731.56 cr.), assets (Rs. 4,078.83 cr.), revenues (Rs. 4,047.5 cr.), net profit (Rs. 813.23 cr.), and return on capital employed (32.76%). And, on export front(2002-03)¹¹, the company consistently ranked 3rd in two consecutive years as India's top software and IT services exporter with performance as : export revenue 2002-03 (Rs. 2,912 cr.), export revenue 2001-02 (Rs. 2,298 cr.), and export growth (27%).

Rajadhyaksha and Sarkar (2002)¹² and Celestine (2003)¹³, in their study, for the years 2001 and 2002, aimed at identifying **India's Real Worthy Companies**, found **Wipro** as a real worthy one. The researchers reported the performance and worth of Wipro in the all industry category for the recent year 2002 as : rank 2002 (68), rank 2001 (68), sales (Rs. 3,486.5 cr.), sales cagr i.e. compounded annual growth rate (21.5%), total assets (Rs. 3,170.9 cr.), net profit (Rs. 866.1 cr.), and roce (38.8%). And, Wipro's rankings in the two consecutive years in overall industry category came as 68th and 68th; and the rankings in computer software companies category reported as 2nd and 2nd.

Business India (2000-2003)¹⁴⁻¹⁶, its three separate studies in quest of **India's super-100**, the best performing 100 companies from all sectors of industry, found **Wipro** as one of the best performers. The study report cited the recent super financial performance of **Wipro** for the year 2003 on various

financial parameters as : super rank 2003 (9), super rank 2002 (5), sales (Rs. 3,984.80 cr.), sales rank (27), profit after tax (Rs. 839.50 cr.), profit after tax rank (13), net fixed assets (Rs. 659.20 cr.), net fixed assets rank (75), market cap (Rs. 31,137.46 cr.), and market cap rank (5). And Wipro's super performance rankings in the three years (2000, 2001 and 2003) came as : 7th, 11th and 9th.

Nayak (2003)¹⁷ found **Wipro** among India's 16 best managed companies as the benchmark - '**the super 16 index**', from all sectors of industry for the year 2003. The research concluded **Wipro's** performance on various corporate performance parameters which were cited as : share price on January 1, 1997 (Rs. 21) and share price on May 27, 2003 (Rs. 805.85); increase share price (38.5 times), earning per share (Rs. 34.97), profit earning ratio (23.57), market cap (Rs. 19,164. cr.), share price 52 week high (Rs. 1,762), share price 52 week low (Rs. 825), closing price on May 27, 2003 (Rs. 805.85), sales (Rs. 4,033 cr), and profit after tax (Rs. 813 cr.).

3.2.2.3 Among India's Most Respected Companies : (1997-2003)

Mukerjea and Bhattacharjee (1999)¹⁸, Business World (2001)¹⁹, and Mukerjea and Dubey (2003)⁷ found in a series of their research studies that Wipro was always among **India's most respected companies**, year after year from 1997 to 2003. Evaluated on a much enlarged 20 corporate performance parameters, **Wipro**, on a list of 100 most respected Indian companies, was ranked as : 65th (1997), 16th (1999), 4th (2001) and 2nd (2003). The same studies, while ranking **top 10 Indian IT companies**, ranked **Wipro** as : 2nd (2001), and again 2nd (2003).

Mukerjea and Dubey (2003)⁷ concluded the evaluation of 100 such companies which came on the list of **India's most respected companies**. The evaluation was done on a much enlarged 20 corporate performance parameters, such as – top management leadership, depth and quality of talent, ability to attract talent, transparency, ethical organization, social responsiveness, environmental consciousness, quality of products and services, customer

satisfaction, corporate brand, dynamism, continuous innovation, global competitiveness, quick response to change, record of corporate performance, good returns to shareholders etc.

Mukerjee et. al. (2003)⁷ in their study also found that Wipro came out tops on parameters like leadership, depth of talent, and quality of products, among other things; and the company got the second highest points (326) on returns to shareholders. Further, the researchers add that Wipro also unveiled a new facet – acquisitions, the biggest of it was BPO company Spectramind; and the others were American Management Systems' global energy practice, Ericsson's software development establishments, GE Medical Systems Information Technologies etc.

3.3 Tata Consultancy Services : (TCS)

3.3.1 Corporate Culture of TCS

3.3.1.1 The Top Leaderships

The initial top leaderships of Tata Consultancy Services, the '*Jewel in the Crown of Tata*' and Asia's largest information technology (IT) company, were provided by two greatest and legendary business heroes of our times, 'Bharat Ratna' J.R.D. Tata as the group chairman and F. C. Kohli as the CEO. Under the able leadership of the father of the Indian IT industry and the legendary F. C. Kohli, the company spearheaded the pioneering efforts in creating a globally recognisable brand for the Indian software industry. Due to concerted efforts of Kohli, TCS, over the years, has become India's largest and strongest IT global player and India's first \$1-billion IT company (2002-03). The current CEO of TCS is S. Ramadorai, who is regarded as one of the top 25 consultants and 5th most influential figure in technology sector in the world (*Computer Business Review*, Europe, 2004)²⁵. And at the helm, Ratan Tata is the group chairman.

3.3.1.2 Mission, Vision and Values

TCS has clearly stated^{1&2} its **Vision** – *“To be among the global top 10 by 2010”*; **Mission** - *“To help customers achieve their business objectives by providing innovative, best-in-class consulting, IT solutions and services. Make it a joy for all stakeholders to work with us”* and **Values** – *“Integrity, leading change, excellence, respect for the individual, learning and sharing.”*

The company, backed by its stated vision and having adopted traits like transparency, a willingness to change and a determination to achieve, is on the threshold of reaching a new height by enabling Tata Consultancy Services to transform itself to be in the top 10 by 2010. S. Ramadorai, CEO, said¹, *“Transformation, in my opinion, is a way of life. One needs to be proactive and prepared for the emerging trends of the future.”* Also, TCS is the first Indian IT company to designate a chief transformation officer (CTO), and one of only eight IT companies in the world to have such a designation.

3.3.1.3 People and Work Environment

TCS attaches great values for people it retains and has created an atmosphere in which employees are cared for, get respects for their capabilities and abilities, and every employee has a career option. Also, at TCS - empowerment of people, building excellence throughout the organization, open and transparent communication, compensation system based on economic value added (EVA), digitisation of work place and a performance management system in force – all these taken together, make the employees give their best.

The company is having youthful, energetic and open workplace^{1&2} environment and a collaborative culture that's based on teamwork and pulling together is a central tenet for their work ethic. About 90 per cent of the employees are below 30, and most of them are multi-disciplinary graduates from top-ranking institutes. The company maintains good infrastructures and working environment at its offices and development centers in India and abroad.

3.3.1.4 Social Responsiveness

TCS, true in line with the Tata group's ethos^{1&2}, discharges its social responsiveness through various development programmes and projects. It is a big employment generator and foreign exchange earner for the country. It is one of the leading organizations which established 'Indian IT as a global brand' and brought prestige and generated wealth for the nation. TCS believes that IT is a key factor for social change and is committed to several community development ventures.

3.3.2 Organisational Performance of TCS

3.3.2.1 Global Operations

TCS, a 1.55 billion-dollar Indian global IT company²⁶, has nearly 25,000 consultants and having operations in 55 countries with over 100 branches throughout the world including USA, UK, Europe, Japan, China and others, and serving over 1000 clients and many of them being '*Fortune 500*' companies. TCS is truly transnational^{1&2} in character and reach – to the extent that eight companies out of '*US Fortune top 10*' are TCS's client. The organisational structure is such that it continuously mutates and evolves to remain relevant. It keeps transforming itself to meet employee aspirations and ensure customer delight. TCS is a global company in the true sense and for the company, "*Globalisation means three things to us: the ability to deliver globally, the ability to integrate multinational employees into TCS, and localising delivery to our global customers,*" said Padmanabhan, VP-HR & OD .

TCS has been, for the past several years, India's largest IT enterprise as well as Asia's largest²² independent software and services organisation. It has been offering a range of IT services and consultation to many different industries, such as finance and banking, insurance, telecommunications, transportation, retail, manufacturing, pharmaceuticals and utilities. Also, It has been the single largest software services exporter from India.

3.3.2.2 Financial Performance

The financial performance of TCS during the last financial year (2003-04)²⁶ has been – turnover of TCS (Rs. 5,827 crores), integrated turnover (Rs. 7,000 crores), net profits (Rs. 1,700 crores), market valuation (Rs. 55,000 crores, estimated), price to earning (P/E) multiple (26-30). And, in the previously, its total revenues of Rs 5,012 crore (\$ 1.04 billion)²⁷ in the year ended March 31, 2003, made it the first Indian \$1-billion company. And, on export front (2002-03)¹¹, the company consistently ranked 1st in two consecutive years as India's top software and IT services exporter with performance as : export revenue 2002-03 (Rs. 4,545 cr.), export revenue 2001-02 (Rs. 3,939 cr.), and export growth (15%).

Rajadhyaksha and Sarkar (2002)¹² and Celestine (2003)¹³, in their study found **TCS** as one of **India's Real Worthy Companies** for the years 2001 and 2002. They also carried out ranking of computer software companies separately in which TCS got the topmost position. The researchers found the financial performance and worth of **TCS** in the all industry category for the recent year 2002 as : rank 2002 (36), rank 2001 (48), sales (Rs. 4,233.2 cr.), sales cagr i.e. compounded annual growth rate (40.9%), total assets (Rs. 7,073.3 cr.), net profit (Rs. 863.3 cr.), and roce (14.6%). TCS's rankings in the two consecutive years in overall industry category came as 48th and 36th; and the rankings in computer software companies category as 1st and 1st.

3.3.2.3 Among India's Most Respected Companies : (1997-2003)

Mukerjea and Bhattacharjee (1999)¹⁸, Business World (2001)¹⁹, and Mukerjea and Dubey (2003)⁷, in their specific studies aimed at identifying **India's most respected companies** during 1997 to 2003, found **TCS** on the list in each study year. These studies were based on a much enlarged 20 corporate performance parameters. In the study reports, **TCS**, on a list of 100 most respected Indian companies from all sectors of Industry, was ranked as : 57th (1997), 18th (1999), and 14th (2003). The same studies, while ranking **top 10 Indian IT companies**, ranked **TCS** as : 3rd (2001), and again 3rd (2003).

3.4 Satyam Computer Services Limited : (Satyam Computer)

3.4.1 Corporate Culture of Satyam Computer

3.4.1.1 The Top Leaderships

B. Ramalinga Raju^{1&2}, the visionary corporate leader and the topmost man of India's premier IT services company Satyam Computer, took the company to a much bigger height in a short span of a decade and half. Ramalinga Raju has been flexing his company's global muscle for quite some time and has turned Satyam Computer into a major global player and one of the better known companies of India's IT software sector. Satyam's apex management consists of B. Ramalinga Raju as chairman and B. Rama Raju as its managing director.

And, the Chairman B. Ramalinga Raju's personal achievements²² as a leading business leader have been many, such as, winning CNBC's Asian Business Leaders Award for "Corporate Citizen" for 2002, named "IT Man of the Year 2000" by *Dataquest* magazine, and won Ernst & Young Entrepreneur of the Year Award, 1999.

3.4.1.2 Philosophy and Values

Satyam is guided by its philosophy¹ and well defined core purpose - *"To leverage information, knowledge and technology to enhance human endeavor."*

Its core values are expressed in the way teams are built and the manner in which they operate and achieve results. These values have been identified based on internal strengths of the organization. They are the guiding parameters for all organization-wide initiatives.

3.4.1.3 People and Business Process

Satyam also believes that its true strength^{1&2} lies in the potential of its associates. Associates work in an atmosphere of trust and confidence. Every individual associate is a leader and a high degree of operational freedom helps associates exercise their creativity and expertise in approaching tasks and

achieving customer delight. Also, at Satyam, people are encouraged to come out with new ideas and convert them into market value, in the true spirit of entrepreneurship.

At Satyam, achieving excellence in anything they do is a part of their corporate DNA, a process driven strategy that allows them to benchmark everything against the global best and then surpass it, in order to set the benchmark for others to follow and always remain a couple of steps ahead of the nearest competitor. Satyam also adheres to stringent Quality processes that meet and exceed international standards that are continuously monitored.

Satyam is a customer-centric enterprise^{1&2}, sharply focused on delivering not only what the customer demands but also providing them with the weapons to compete with or give them a competitive edge which ultimately results into customer intimacy, loyalty and increased business.

3.4.1.4 Social Responsiveness

Satyam equally lays stress on discharging of its corporate social responsibility. As a larger expression of its mission and core values, Satyam is actively involved in a variety of public service projects in education, environment and public health - delivering them mainly through umbrella organization - Alambana.

3.4.2 Organisational Performance of Satyam Computer

3.4.2.1 Global Operations

Satyam Computer^{1&2} employs about 11,000 associates / IT professionals in its 15 development centers scattered all over the world, and serves over 290 global clients which includes more than 80 *Fortune-500* corporations, alliances with over 75 business and technology leaders and presence in 45 countries across 5 continents. The company develops and deploys intelligent applications in technology for diverse situations meeting varying requirements. Satyam helps businesses and organizations push the limits of excellence, and helps optimize

their strengths. Satyam has also developed proprietary products like Vision Compass and Search Pad, and provides a range of IT services in the various fields, such as, software development, engineering services, systems integration, ERP solutions, customer relationship management, supply chain management, product development, electronic commerce, IT outsourcing and consulting.

3.4.2.2 Financial Performance

The company's latest financial performance during 2003-04⁹ was : sales (Rs. 2,541.6 cr.), and net profit (Rs. 541.9 cr.); and the current brand value or intangible assets alone estimated at (Rs. 3,462 cr., 28% higher than the last year, figure as of 31.3.2004)²². The performance during previous year (2002-03)¹⁰ was as : market capitalization (Rs. 7,455.58 cr.), assets (Rs. 2,664.45 cr.), revenues (Rs. 2,023.65 cr.), net profit (Rs. 307.42 cr.), and return on capital employed (20.13%). And, on export front (2002-03)¹¹, the company consistently ranked 4th in two consecutive years as India's top software and IT services exporter with performance as : export revenue 2002-03 (Rs. 2,003 cr.), export revenue 2001-02 (Rs. 1,703 cr.), and export growth (18%).

Rajadhyaksha and Sarkar (2002)¹², and Celestine (2003)¹³, in their specific studies, found **Satyam Computer** as one of **India's Real Worthy Companies**. The study reported the performance and worth of Satyam Computer in the all industry category for the recent year 2002 as : rank 2002 (103), rank 2001 (153), sales (Rs. 1,731.9 cr.), sales cagr i.e. compounded annual growth rate (60.4%), total assets (Rs. 2,183.5 cr.), net profit (Rs. 449.4 cr.), and roce (23.2%). Also, Satyam Computer's rankings in the two consecutive years in overall industry category came as 153rd and 103rd; and the rankings in computer software companies category as 5th and 4th.

Business India (2000-2003)¹⁴⁻¹⁶, in its three separate studies in three years, found **Satyam Computer** among the **best performing 100 companies** from all sectors of industry. Satyam Computer's recent super financial performance for the year 2003 on various financial parameters was found as :

super rank 2003 (30), super rank 2002 (22), sales (Rs. 2,023.70 cr.), sales rank (47), profit after tax (Rs. 459.90 cr.), profit after tax rank (23), net fixed assets (Rs. 319.30 cr.), net fixed assets rank (117), market cap (Rs. 9,211.30 cr.), and market cap rank (22). And Satyam's super performance rankings in the three years (2000, 2001 and 2003) came as : 30th, 25th and 30th.

Nayak (2003)¹⁷ found **Satyam Computer** among **India's 16 best managed companies** as the benchmark - '**the super 16 index**', from all sectors of industry for the year 2003. The study report revealed Satyam Computer's remarkable performance on various corporate and financial performance parameters as : share price on January 1, 1997 (Rs. 4.05) and share price on May 27, 2003 (Rs. 157.75); increase share price (39 times), earning per share (Rs. 9.77), profit earning ratio (16.38), market cap (Rs. 5,035.83 cr.), share price 52 week high (Rs. 292), share price 52 week low (Rs. 127), closing price on May 27, 2003 (Rs. 157.75), sales (Rs. 2,024 cr), and profit after tax (Rs. 307 cr.).

3.4.2.3 Among India's Most Respected Companies : (1999-2003)

Mukerjea and Bhattacharjee (1999)¹⁸, Business World (2001)¹⁹, and Mukerjea and Dubey (2003)⁷ in their studies found **Satyam Computer** among **India's most respected companies**. Evaluated on a much enlarged 20 corporate performance parameters, **Satyam Computer** was placed on a list of 100 most respected Indian companies from all sectors of industry, and was ranked 32nd (1999). The same studies, while ranking **top 10 Indian IT companies**, ranked **Satyam Computer** as : 4th (2001), and again 4th (2003).

3.5 HCL Technologies Limited : (HCL Technologies)

3.5.1 Corporate Culture of HCL Technologies

3.5.1.1 The Top Leadership

HCL Technologies' founder, chairman, president and CEO, and a visionary corporate leader, Shiv Nadar^{1&2}, also called the 'cheetah' of IT industry

for his business acumen, sharp business moves and technical strengths, has been the major force behind the entire group and its ultimate mentor.

Shiv Nadar has been one of the earliest entrants in the IT field in India, who survived the vagaries of time and also thrived. He was solely responsible for turning a small IT firm founded in 1975 into a mega IT corporation like the 'HCL group' in two and half decades time with HCL Technologies Limited^{1&2} as group flagship company. Shiv Nadar in his personal capacity as a visionary IT business leader was the recipient of the 'IT Man of the Year Award' 1995, by *Dataquest*²², for his vision and leadership.

3.5.1.2 The Technology Culture and Company's Strengths

HCL Technologies' strengths^{1&2} lie in technology and early entry in a new field. Technological innovativeness and being ahead in technology is a way of life at HCL Technologies. It set off on software services quest in the mid 1990s, when companies like TCS, Wipro and Infosys were still on code setting stage. It was again first to make sizeable acquisition in the mid 1990s, ahead of all other biggies in this field. Not only that, the company has entered product stage and the world leader in a few selected areas like banking, financial, travel, healthcare and retail. The company also asserts expertise in technical services. For the company, software services is the cash cow but technology in the star. HCL is having more than just world class process in certain areas. Its billing rates are also ahead of others.

3.5.1.3 Quality of People

The company believes^{1&2} that the quality of an organization is a direct reflection of the quality of its people, is reflected in its global team, which includes professionals from prestigious institutions like the London School of Economics, London School of Business, Asian Institute of Technology and the likes. Also, the company's senior management team showcases the caliber of talent and intensity of passion that all their people strive to achieve.

3.5.2 Organisational Performance of HCL Technologies

3.5.2.1 Global Operations

The surge in demand^{1&2} of IT software and services in 1990's led to a rapid rise of software development services within HCL group. Group's flagship company HCL Technologies Limited was formed in the year 1991 to serve its clients around the world.

Today, HCL Technologies^{1&2} is a global information technology enterprise employing 8,748 people in various locations across India, U.S., Europe, Asia Pacific and Japan. Additionally, HCL Technologies has 16 fully operational state-of-the-art software development centers and 26 offices in 14 countries. It is having 385 blue chip global client base, gross revenue of US\$387.87 million for year ended 30 June, 2003 in which offshore revenue accounted for 80% of the total.

3.5.2.2 Financial Performance

The company's latest financial performance during 2003-04(ending 30th June)²² was as : revenues (Rs. 2,325.00 cr.); and the financial performance during 2002-03 (ending 30th June)¹⁰ was as : market capitalization (Rs. 5,709.95 cr.), assets (Rs. 2,310.59 cr.), revenues (Rs. 723.42 cr.), net profit (Rs. 401.95 cr.), and return on capital employed (22.38%). And, on export front (2002-03)¹¹, the company consistently ranked 5th in two consecutive years as India's top software and IT services exporter with performance as : export revenue 2002-03 (Rs. 1,541 cr.), export revenue 2001-02 (Rs. 1,320 cr.), and export growth (17%).

Rajadhyaksha and Sarkar (2002)¹² and Celestine (2003)¹³, in their specific studies, found **HCL Technologies** among **India's Real Worthy Companies** from all sectors of industry for the years 2001 and 2002. The study concluded the performance and worth of **HCL Technologies** in the all industry category for the recent year 2002 as : rank 2002 (132), rank 2001 (142), sales (Rs. 723.4 cr.), sales cagr i.e. compounded annual growth rate (34.5%), total assets (Rs. 2,310.6 cr.), net profit (Rs. 402.0 cr.), and roce (19.1%); and its rankings in the two

consecutive years in overall industry category came as 142nd and 132nd; and the rankings in computer software companies category as 4th and 5th.

Business India (2000)¹⁴, in its specific study placed **HCL Technologies** on the list of **India's super-100**, the **best performing 100 companies**, from all sectors of industry. The study report cited the super financial performance of **HCL Technologies** for the year 2000 on various financial parameters as : super rank 2000 (36), super rank 1999 (NA), sales (Rs. 926 cr.), sales rank (98), net fixed assets (Rs. 125 cr.), net fixed assets rank (213), market cap (Rs. 15,047 cr.), market cap rank (7), roce (14.60%), and roce rank (132).

3.5.2.3 Among India's Most Respected Companies : (2001-2003)

Business World (2001)¹⁹, and Mukerjea and Dubey (2003)⁷, in a series of studies conducted on the basis of much enlarged 20 corporate performance parameters, found **HCL Technologies** on the list of **India's most respected companies**. HCL Technologies, on the list of **top 10 Indian IT companies**, was ranked as : 7th (2001), and in depth of talent (11th) and in global competitiveness (13th) in the same year; and again overall 7th (2003).

3.6 NIIT Limited : (NIIT)

3.6.1 Corporate Culture of NIIT

3.6.1.1 The Top Leaderships

The trio of NIIT's top leaderships - Rajendra S. Pawar, Vijay K. Thadani, and P. Rajendran, have been largely responsible for creating Asia's biggest IT Training organization and a premier IT software and solutions company - NIIT Limited^{1&2}. These three visionary young IITians (IIT, Delhi alumnus), Pawar, Thadani and Rajendran, established a small IT training company by the name NIIT long back in 1981 with a vision to create a unique company with a revolutionary mission of bringing people and computers together--created for the first time in India, which proliferated the use of computers in the country,

produced millions of skilled IT professionals and effectively participated in the IT revolution which swept the nation in the recent times.

The top leadership trio of NIIT^{1&2}, Pawar, Thadani and Rajendran, later made the company to diversify into software services and technology development space and became a global player. The top management team of the company constitutes - Rajendra S Pawar, as the chairman of NIIT, Vijay Thadani as the CEO and P Rajendran as its chief operating officer – all three being the co-founder of the company.

3.6.1.2 Mission, Philosophy and Vision

NIIT has well defined mission, philosophy^{1&2} and vision to guide the organization. As it operates in two distinct but complementary sectors - education and software, it has formulated suitable mission statement for both of them. The mission statement for education and training – *“To enable individuals and enterprises worldwide achieve greater success by providing knowledge, skills, solutions and services through pioneering efforts and usage of appropriate technology”*, strengthens its NIIT Education wing on the one hand. And, on the other hand, the operating philosophy of NIIT Technologies - ***“Trust us to find the way”*** lays stress on innovation and trust, the two key values, which drive the business practices at its technologies wing.

3.6.1.3 People and Global Operations

NIIT claims to be a people’s company^{1&2} and invests extensively in recruiting, nurturing and retaining the best of the best global talent. In the past two decades the company has expanded its geographic presence to key global destinations. It employs over 3500 professionals and having operations in 44 countries which includes USA, Europe, Australia, East Asia, India and Japan. The company being the pioneer and leader in the field of IT education in India, has trained over 2 million students the last 20 years.

The company, apart from being a pioneer in IT training^{1&2} and education offering well designed packaged courses for the mass students, also offers to the

corporate users comprehensive and tailor made corporate training programs catering to their exact requirements. NIIT has been the 'top IT training company in India' right from its birth in the year 1981. A *Dataquest* survey report (2003)^{2 8} supports this claim and the available 12 years data of rankings and yearly revenue earning (1991 - 2003) reveals that NIIT has always been "Number One IT Training Company" in a continuous span of past 12 years.

3.6.1.4 Social Responsiveness

NIIT, on social front, has over the past two decades¹ committed itself to improving the life of the common man through the use of new-age technologies. A number of their projects and initiatives are targeted at making India IT-savvy, at narrowing the digital divide and at the uplift of the financially and physically challenged in society. A host of products and technologies have been developed by the company to enable India's masses, especially its less fortunate citizens, to enjoy the benefits offered by hi-tech. Some of them include – 'Hole in the Wall' (teaching of slum children), a 'Computer Assisted Teaching and Rehabilitation project for the disabled' (undertaken in collaboration with other NGOs), Swift Jyoti (specially-priced training module to take India's citizens towards computer literacy), Bhavishya Jyoti Scholarships (for meritorious yet financially challenged students), Jyoti for Women (a specially-priced and tailor made module for women of India), and so on.

3.6.2 Organisational Performance of NIIT

3.6.2.1 Domestic and Global Operations

The company operates^{1&2} in two complementary sectors - software and education, which bring synergy and an edge over others. It has become a \$167 million global IT company and built up an impressive array of global customers which includes Fortune 1000 companies such as British Airways, ING, Office Depot and Qantas to key Indian state Governments.

3.6.2.2 Financial Performance

The company's latest financial performance during 2003-04⁹ was : sales (Rs. 364.5 cr.), and net profit (Rs. 18.10 cr.). The performance during previous year (2002-03)¹⁰ was as : market capitalization (Rs. 697.66 cr.), assets (Rs. 895.11 cr.), revenues (Rs. 352.12 cr.), net profit (Rs. 9.10 cr.), and return on capital employed (4.65%). And, on export front, the company ranked 11th (2002-03)¹¹ and 10th (2001-02) in two consecutive years as India's top software and IT services exporter with performance as : export revenue 2002-03 (Rs. 464 cr.), export revenue 2001-02 (Rs. 486 cr.), and export growth (-5%).

Rajadhyaksha and Sarkar (2002)¹², and Celestine (2003)¹³, in their specific studies, found **NIIT** among ***India's Real Worthy Companies*** for the years 2001 and 2002. These studies also included ranking of computer software companies separately. The performance and worth of **NIIT** in the all industry category for the recent year 2002 was reported as : rank 2002 (328), rank 2001 (236), sales (Rs. 352.1 cr.), sales cagr i.e. compounded annual growth rate (-31.4%), total assets (Rs. 895.1 cr.), net profit (Rs. 9.1 cr.), and roce (1.3%). And, **NIIT's** rankings in the two consecutive years in overall industry category came as 236th and 328th; and the rankings in computer software companies category as 9th and 10th.

Business India (2000-2003)¹⁴⁻¹⁶, in its series of studies, found **NIIT** among **India's super-100 companies, the best performing 100 companies** from all sectors of industry. The study report cited the recent super financial performance of **NIIT** for the year 2003 on various financial parameters as : super rank 2003 (174), super rank 2002 (112), sales (Rs. 352.10 cr.), sales rank (195), profit after tax (Rs. 9.10 cr.), profit after tax rank (199), net fixed assets (Rs. 174.70 cr.), net fixed assets rank (156), market cap (Rs. 603.91 cr.), and market cap rank (130); and the performance for the year 2000 as : super rank 2000 (41), super rank 1999 (97), sales (Rs. 581 cr.), sales rank (155), net fixed assets (Rs. 111 cr.), net fixed assets rank (222), market cap (Rs. 6,261 cr.), market cap rank (15),

roce (38.91%), and roce rank (6). And, NIIT's super performance rankings in the three years (2000, 2001 and 2003) were reported as : 41st, 75th and 174th.

3.6.2.3 Among India's Most Respected Companies : (1999-2003)

Mukerjee and Bhattacharjee (1999)¹⁸, Business World (2001)¹⁹, and Mukerjee and Dubey (2003)⁷, in a series of studies conducted on a much enlarged 20 corporate performance parameters, found **NIIT** on the lists of **India's most respected companies** during the years 1999 to 2003. **NIIT**, on a list of 100 most respected Indian companies, was ranked 48th (1999). The same studies, while ranking **top 10 Indian IT companies**, ranked **NIIT** as : 5th (2001), and on ethical organization count (11th) in the same year; and overall 8th (2003).

3.7 India's Technology Twins : Strategies and Performances

Babu (2003)²⁹ in his study of corporate strategies, traits and performance of India's two leading software companies – Wipro and Infosys, has maintained that, 'India's technology twins – Wipro and Infosys, are obvious candidates for the best managed company tag. Paradoxically, it is the near future that will show the world how well managed they are.' He has further investigated, compared both of them and identified their strengths and uniqueness as : **What sets Wipro apart** – 'effective use of cash on balance sheet for acquisition, presence across the IT value chain from hardware to software to BPO (business process outsourcing) to consulting, superior processes due to focus on process-efficiency and transformational excellence; it has become a different company in around five years.' And **What sets Infosys apart** – 'a value driven approach for growth, superior human resource practices that translate into a motivated workforce, managerial bandwidth, with a strong team of senior executives, marketing skills and customer relationships that translate into more repeat business and record of transparency and good governance.'

Babu (2003)²⁹, in his investigative study, has further identified the different growth strategies followed by the 'technology twins' of Indian IT industry

compared their actual growth during 1996-2002 as : **Wipro's growth strategies** – 'Wipro has used the acquisition route to substantially develop expertise in new areas – it will be looking at its BPO foray, among others, to return it to the value builders quadrant.' And, **Infosys's Growth Strategies** - 'Infosys's growth strategy has been to expand its service offerings and geographical markets, while mitigating risk by limiting exposure to any new area.' Babu has further compared the growth performances of these two companies using A. T. Kearney Analysis, CMIE (2003)³⁰ and has cited the results as : **Wipro's revenue growth** during 1996-02 (over industry average) – 1997-98 (-5%), 1998-99 (5%), 1999-00 (18%), 2000-01 (5%) and 2001-02 (10%); and **Wipro's adjusted market value growth** during 1996-02 (over industry average) – 1997-98 (80%), 1998-99 (240%), 1999-00 (300%), 2000-01 (80%) and 2001-02 (0%). On the other hand, **Infosys's revenue growth** during 1996-02 (over industry average) – 1997-98 (50%), 1998-99 (74%), 1999-00 (72%), 2000-01 (76%) and 2001-02 (60%); and **Infosys's adjusted market value growth** during 1996-02 (over industry average) – 1997-98 (140%), 1998-99 (210%), 1999-00 (190%), 2000-01 (100%) and 2001-02 (12%).

3.8 Summary : Corporate Culture and Performance

3.8.1 Infosys : Culture and Performance

3.8.1.1 Infosys' Culture

The corporate culture of Infosys largely created and influenced by the values and beliefs of its most prominent and visionary leader, founder and the chief mentor, N.R. Narayanamurthy, represents an organization with less hierarchy, open work environment, open door policy, equality and justice, futuristic vision, excellence in technology, quality and management practices, emphasis on human development, multiculturalism, desires and dares to compete with global players, ethics and transparency in business, professionalism, belief in strong competition, intellectual capital creation,

innovations, high quality products and services, strong marketing and brand building, customer focused business approach, world class working environment, high quality of work-life (QWL), physical manifestations, magnificent campus, high-tech. development centers, newcomers being groomed in organizational values and culture, high level of social responsiveness and strong believer of contributing back to the society, and above all having created a distinct corporate culture of its own – ‘the Infosys culture and its members being called Infoscions.’

3.8.1.2 Infosys’ Performance

Infosys today has been turned into a billion dollar true global IT company, placed 27th globally on a list of top 100, having over 19000 IT professionals positioned in different parts of the world, providing high-tech. consultancy and a range of IT services to its global clients numbering over 345 and many of them being *Fortune-500* companies, constantly moving up the value chain; latest financial performance (2003-04) figures being - sales Rs. 4,760.9 crore, net profit Rs. 1,243.5 crore, an increase in tangible income (44%, over the last year)²², market capitalization Rs. 32,909.00 crore (as of 31.3.2004); brand value or intangible assets estimated at Rs. 8,185.00 crore (an increase of 9.30% over the last year); consistently occupying upper rung positions in various rankings and comparative studies of companies from all industry sectors as well as IT sector, such as, among India’s real worthy companies, among India’s super ranking companies, among India’s best managed companies, among best employers in India, and so on, in surveys and studies conducted by various Indian and international business magazines, organizations and agencies of repute; ranked 1st as India’s most respected company in the year 2003 and consistently occupying top slots on this count year after year; and also recipient of various national and international awards and recognitions, on various performance counts and achievements year after year, awarded by various national and international organizations, agencies and business magazines.

3.8.2 Wipro : Culture and Performance

3.8.2.1 Wipro's Culture

Wipro's visionary topmost leader Azim Hasham Premji, having entered the IT software field in 1984, turned the company into a \$1-billion (2003-04) diversified, integrated corporation; took the company to a new height in a short span of two decades, became world's richest Indian in 1999 and went on an acquisition spree in 2003; integrated the country's entrepreneurial tradition with professional management, based on sound values and uncompromising integrity; and became a role model for young entrepreneurs across the world. Also, Premji was the prime mover behind Wipro's decision to achieve "Six Sigma" status which defines the high standard in quality of products and services. And, Wipro's 'customer-in' concept builds the voice of the customers in company's products and services, and Premji is very clear that as a world class organization, what Wipro needs to be concerned about is the process, not merely the results.

Azim Premji was largely responsible for shaping Wipro's distinct culture and values, building high performing teams and Premji very strongly believes that the most important contributors to Wipro's success have been the core values, a shared vision for the future, adoption of clearly defined Wipro's leadership qualities and achieving excellence in everything that the corporation does. Premji is almost fanatical about delivering value to customers and his willingness to sacrifice business and profits to hold on to "Our Promise". The top leadership has created an openness in the organization completely devoid of politics, and for Premji 'integrity is nonnegotiable' and he pays more than lip service to his belief in corporate ethics. Also, Wipro treats people with great care and provides an environment that motivates people to give their best, to deliver what the clients need and their commitment to the clients they serve and their ability to develop and sustain long-term relationships. The company also discharges its social responsibilities by contributing back to the society at large.

3.8.2.2 Wipro's Performance

Wipro in a short span of two decades has emerged as a strong global player providing a range of IT software services, product design services and business process outsourcing services to its 300 global customers (50 of these being *Fortune-500* companies) across the world, through 21,000 IT practitioners and domain consultants and offices and development centers in 30 locations around the world and it is placed 62nd globally on the list of top 100. Its latest financial performance during 2003-04 was - sales Rs. 5,168.5 crore and net profit of Rs. 914.9 crore; and during previous year (2002-03) market capitalization of Rs. 33,731.56 crore (as of 31.3.2003) and assets of Rs. 4,078.83 crore. Wipro has been constantly moving up the value chain, occupying top slots in various rankings and comparative studies of companies by various Indian and international business magazines, organizations and agencies; and appearing on the lists of India's real worthy companies, India's super ranking companies, India's best managed companies, best employers in India, and the likes. It ranked 2nd as India's most respected company in the year 2003 and consistently occupying top slots in this category year after year. Over the years, the company has received a number of national and international awards and recognitions on various organizational performance parameters and special achievements.

3.8.3 TCS : Culture and Performance

3.8.3.1 Culture at TCS

Tata Consultancy Services, the '*Jewel in the Crown of Tata*' and Asia's largest information technology (IT) company, was initially led by the legendary J.R.D. Tata as the group chairman and the father of the Indian IT industry F. C. Kohli as the CEO. Under the able leadership of Kohli, the company spearheaded the pioneering efforts in creating a globally recognisable brand for the Indian software industry and his concerted efforts over the years, turned TCS into India's largest and strongest IT global player. Later, TCS became India's first \$1-billion IT company (2002-03). The current CEO of TCS, S. Ramadorai, the 5th

most influential figure in technology sector in the world, is in the process of placing TCS on a list of top 10 IT companies of the world, and Ratan Tata as the group chairman is playing his part to achieve the same.

TCS believes in providing innovative, best-in-class consulting, IT solutions and services and adheres to its stated values like '*Integrity, leading change, excellence, respect for the individual, learning and sharing.*' Also, '*transformation*' is a way of life at TCS and a proactive approach towards emerging trends of the future. TCS attaches great values for people, their empowerment and building excellence throughout the organization, open and transparent communication, a fair compensation system and all these taken together, make the employees give their best. The company, true in line with the Tata group's ethos, discharges its social responsibilities through various development programmes and projects. TCS also believes that IT is a key factor for social change and is committed to several community development ventures.

3.8.3.2 Performance of TCS

TCS, a billion-dollar Indian global IT company, with nearly 25,000 consultants and having operations in 55 countries with over 100 branches throughout the world and providing a range of IT services and serving over 1000 global clients and many of them being '*Fortune-500*' companies, is truly transnational in character and reach. It keeps transforming itself to remain relevant and meet employee aspirations and ensure customer delight. The financial performance of TCS during the last financial year (2003-04) has been – turnover of TCS (Rs. 5,827 crores), integrated turnover (Rs. 7,000 crores), net profits (Rs. 1,700 crores), market valuation (Rs. 55,000 crores, estimated), and on export front, the company consistently ranked 1st in two consecutive years as India's top software and IT services exporter. TCS has been constantly moving up the value chain, occupying top slots in various rankings and comparative studies of companies by various Indian and international business magazines, organizations and agencies; and appearing on the lists of India's real worthy companies, India's most respected companies, and so on, and the company,

over the years, has received a number of national and international awards and recognitions for its remarkable performance and various achievements.

3.8.4 Satyam Computer : Culture and Performance

3.8.4.1 Culture at Satyam Computer

B. Ramalinga Raju, the visionary leader of Satyam Computer, has been flexing his company's global muscle for quite some time and has taken the company to a much bigger height in a short span of a decade and half. Satyam is guided by its philosophy and well defined core purpose - *"To leverage information, knowledge and technology to enhance human endeavor."* Its core values are expressed in the way teams are built and the manner in which they operate and achieve results. Satyam's true strength lies in the potential of its associates or IT professionals who work in an atmosphere of trust and confidence and achieving excellence in anything they do is a part of their corporate DNA. Satyam is a customer-centric enterprise and equally lays stress on discharging of its corporate social responsibilities in various ways.

3.8.4.2 Performance of Satyam Computer

Satyam Computer with its 11,000 associates or IT professionals working in its 15 development centers scattered all over the world, serves over 290 global clients which includes more than 80 *Fortune-500* corporations, alliances with over 75 business and technology leaders and presence in 45 countries across 5 continents. The company's latest financial performance during 2003-04 was : sales (Rs. 2,541.6 cr.), net profit (Rs. 541.9 cr.) and brand valuation at (Rs. 3,462 cr., an increase of 28% over the last year). Satyam has been constantly moving up the value chain, finding respectable positions in various rankings and comparative studies of companies by various Indian and international business magazines, organizations and agencies; and appearing on the lists of India's real worthy companies, India's most respected companies, and the likes. Also, Satyam has received a number of national and international awards and

recognitions for its commendable performance and various achievements year after year.

3.8.5 HCL Technologies : Culture and Performance

3.8.5.1 Culture at HCL Technologies

HCL Technologies' founder, chairman, president and CEO, and the visionary corporate leader, Shiv Nadar, also called 'cheetah' of IT industry for his business acumen, sharp business moves and technical strengths, has been the major force behind the entire group and its ultimate mentor. He was solely responsible for turning a miniscule IT firm founded in 1975 into a mega IT corporation like the 'HCL group' in two and half decades time. HCL Technologies Limited as group flagship company was formed to focus on the global IT business. Technological innovativeness and being ahead in technology is a way of life and work culture at HCL Technologies. The company also believes that the quality of an organization is a direct reflection of the quality of its people, which is reflected in its global team which includes professionals from prestigious institutions of the world.

3.8.5.2 Performance of HCL Technologies

HCL group's flagship company HCL Technologies Limited was formed to serves its clients around the world which is having a strong force of 8,748 people located all over the world at its 16 fully operational state-of-the-art software development centers and 26 offices in 14 countries through which it serves 385 blue chip global clients. The company's latest financial performance during 2003-04(ending 30th June) was as : revenues (Rs. 2,325.00 cr.). HCL Technologies has been constantly moving up the value chain, finding respectable positions in various rankings and comparative studies of companies by various Indian and international business magazines, organizations and agencies; and appearing on the lists of India's real worthy companies, India's super ranking companies, India's most respected companies, and so on. Apart from these, HCL Technologies has received a number of national and international awards and

recognitions for its appreciable performance and special achievements year after year.

3.8.6 NIIT : Culture and Performance

3.8.6.1 NIIT's Culture

The trio of NIIT's top leaderships - Rajendra S. Pawar, Vijay K. Thadani, and P. Rajendran, have been largely responsible for creating Asia's biggest IT Training organization and a premier IT software and solutions company - NIIT Limited with a revolutionary mission of bringing people and computers together, produced millions of skilled IT professionals and effectively participated in the recent IT revolution which swept the nation. The top leadership later made the company to diversify into software services and technology development space and became a global player.

NIIT's well defined mission statement for education and training - *"To enable individuals and enterprises worldwide achieve greater success by providing knowledge, skills, solutions and services through pioneering efforts and usage of appropriate technology"*, and the operating philosophy of NIIT Technologies - **"Trust us to find the way"** have been guiding the company to achieve its multifaceted goals. NIIT is a truly people's company and invests extensively in recruiting, nurturing and retaining the best of the best global talent. The company, on social front, has over the past two decades committed itself to improving the life of the common man through the use of new-age technologies and a number projects and initiatives have been launched for this purpose.

3.8.6.2 NIIT's Performance

NIIT operates in two complementary sectors - software and education, which bring synergy and an edge over others. NIIT has always been "Number One IT Training Company" in the country right from its birth in the year 1981. The company's latest financial performance during 2003-04 was : sales (Rs. 364.5 cr.), and net profit (Rs. 18.10 cr.). NIIT has been constantly moving up the value

chain, occupying respectable positions in various rankings and comparative studies of companies by various Indian and international business magazines, organizations and agencies; and appearing on the lists of India's real worthy companies, India's best performing companies, India's most respected companies, and the likes, and the company, over the years, has received a number of national and international awards and recognitions for its remarkable performance and various achievements.

3.9 India's Technology Twins : Similarities and Dissimilarities

India's two leading software companies – Wipro and Infosys, known as 'India's technology twins' – have been moving side by side – nationally and internationally - have many similarities as also they do have several dissimilarities - but on overall basis still moving parallel to each other right from their inception or entry into India's IT field. Their strengths and uniqueness, similarities and dissimilarities can be presented as :

3.9.1 Similarities on Many Counts

'N.R. Narayanamurthy, the chief mentor of Infosys and Wipro's supreme leader Azim Premji, both are regarded as equally competent, equally famous and successful world class corporate leaders of high statures; both companies' financial and overall growth performances are moving parallel to each other; both became \$ 1-billion companies in 2003-04; both have become India's most visible IT software companies nationally and globally; both have built their unique, strong and comparable brands; both the companies were rated "India's No. One Most Respected Company" along with each other in the year 2003 by *Business World* ; both are placed on the top rungs of 'India's Best Managed Companies' list; both attach equal importance to 'ethics in business practices, transparency, democratic norms and open work environment; both have developed and built their own distinct and comparably strong corporate cultures; and so on.

3.9.2 Points of Dissimilarities

'India's technology twins – Wipro and Infosys', differs from each other on many counts related to their corporate strategies, traits and performance which can be discussed as below :

What sets Wipro apart – 'effective use of cash on balance sheet for acquisition, presence across the IT value chain from hardware to software to BPO (business process outsourcing) to consulting, superior processes due to focus on process-efficiency and transformational excellence; it has become a different company in around five years; and for its growth, Wipro has used the acquisition route to substantially develop expertise in new areas'.

And, **What sets Infosys apart** – 'a value driven approach for growth, superior human resource practices that translate into a motivated workforce, managerial bandwidth, with a strong team of senior executives, marketing skills and customer relationships that translate into more repeat business and record of transparency and good governance; and Infosys's growth strategy has been to expand its service offerings and geographical markets, while mitigating risk by limiting exposure to any new area.'

3.10 Discussions : On the Six Selected IT Companies, Their Corporate Culture and Performance

3.10.1 Infosys, Wipro, Satyam Computer, HCL Technologies and NIIT are the five listed public limited companies out of the six selected Indian IT companies for the present study. The sixth company, Tata consultancy Services (TCS), is the only private organization, a closely held division of Tata Sons.

3.10.2 Most of the studies / surveys on various aspects of Indian IT companies including above six companies, conducted by various Indian and international business and IT magazines, organizations and rating agencies, have mainly included the listed public limited companies and very rarely an unlisted or privately held company like Tata Consultancy Services (TCS). Hence, limited

information / data could be gathered by the researcher about TCS through such secondary sources.

3.10.3 Such listed public limited companies like Infosys, Wipro, Satyam Computer, HCL Technologies, NIIT, and the likes are legally bound to disseminate various information related to their companies and make their performance and annual report public and all relevant data and information are freely available through various sources; unlike the private companies like TCS which are not bound by law to make their performance related information public nor their actual market valuation is ever known, unless they go public. It also mars their valuation, checks their brand building and reduces their visibility in the public and the global and domestic markets and corporate world.

3.10.4 And, consequently TCS was excluded in many of such national and international rankings, studies and valuations and its brand value and visibility has suffered a lot. That's the main reason due which TCS so far couldn't achieve its rightful position, nationally and globally, and in most of the cases trailed behind Infosys and Wipro in overall rankings, in spite being much larger in size, global performance and reach as well as financial performance. Also, on corporate culture front, TCS culture is built on Tata group's ethos and carefully nurtured and influenced by its legendary and great corporate leaders like J.R.D. Tata, F.C. Kohli, Ratan Tata and S. Ramadorai, and having democratic norms and openness, great values attached to its people as well as customers, professionalism, ethics in business, quality of products and services provided, a congenial and good work environment, good governance and management practices, social responsiveness and existence of all that factors which are required for a good corporate culture.

3.10.5 The most visible branded Indian IT companies, nationally and internationally, have been the 'Technology Twins' – Infosys at the front and Wipro at the next place. Both of them having high brand values, distinct and strong corporate cultures, good financial, management and corporate

performances, having global operations and high level of global performances, and both have become bench mark IT companies – nationally and globally. Their culture, values, traits and performances, their similarities as also dissimilarities have already been discussed earlier under separate heading.

3.10.6 Then comes TCS, followed by Satyam Computer, HCL Technologies and NIIT. Their corporate cultures and financial as well as various other organizational performances have already been discussed in details as well as in summarized forms.

3.10.7 Here, though TCS has been the oldest (established in 1968) among them and largest in domestic as well as global operations and yielding highest turnover year after year, and also belonging to India's best known business conglomerate 'The Tata Group' and being '*Jewel in the Crown of Tata*' as well as being '*Asia's largest information technology company*', TCS being an unlisted and closely held division of "Tata Sons' has been the victim of this syndrome on various counts.

3.10.8 TCS was the first to enter Indian IT field long back in the year 1968 taking software business seriously as an opportunity when hardly any body or any other company in India knew what software or information technology meant. The initial leadership of TCS was provided by the legendary J.R.D. Tata as the group chairman and the father of the Indian IT industry F. C. Kohli as the CEO (1969 to 1996). And, under the able leadership of Kohli, the company spearheaded the pioneering efforts in creating a globally recognisable brand for the Indian software industry and his concerted efforts over the years, turned TCS into India's largest and strongest IT global player. Again, TCS was the first Indian IT company to become a \$1-billion IT company in the year 2002-03. Its current CEO, S. Ramadorai, is again a business leader and technologist of the world stature and has been rated as the 5th most influential figure in technology sector in the world. In spite of all these positive factors in favour of TCS, its closely held unlisted status and continuing as division of Tata Son's could not provide it a

corporate image, personality, brand value and visibility that TCS always deserved and hence suffered heavily.

3.10.9 India's other two strong IT global players and the most visible companies – 'The Technology Twins – Infosys and Wipro' – having founded / entered IT software field in 1981 and 1984 respectively, and led by their corporate leaders of world stature, such as, N.R. Narayanamurthy leading Infosys and Azim Premji on the driving seat of Wipro, could cross the \$ 1-billion mark only in the year 2003-04. Also, Infosys is currently placed 27th and Wipro 62nd globally on a list of top 100. The highlights on their distinct and strong corporate cultures, financial, global and other organizational performances etc. have already been presented above in this on going discussions.

3.10.10 Satyam Computer, the youngest among these six major Indian IT players and led by B. Ramalinga Raju, having entered the IT software field in 1987, has become a strong global player to reckon with in a short span of a decade and half. Ramalinga Raju has been flexing his global muscles for quite some time and has been successful to take Satyam to a greater height. The company has also developed a positive corporate culture – shaped and influenced by its values, philosophy and the corporate leaders, and the culture consists of team culture and high performing teams, atmosphere of trust and confidence, excellence in anything people do, benchmarking everything against the global best, customer-centric approach, taking care of its people and their aspirations, discharging various social responsibilities. And, the positive corporate culture has been yielding good organizational performances on various counts such as financial, global, corporate, image and brand value, and so on

3.10.11 HCL group's first IT initiative took place way back in 1975 when six entrepreneurs — Shiv Nadar and five of his associates started operations in computer hardware and technology at a miniscule scale, faced many initial challenges, went through different phases of business life and established a leading IT group diversified into hardware, high technology and software services

– today placed among India's top 5, with group's flagship company HCL Technologies established in 1991 to take care of its software and services business interest worldwide. But as far as software services is concerned, HCL is still way behind even Satyam Computer which entered the IT field much later. However, HCL Technologies possess a culture of technology - technological innovativeness and being ahead in technology is a way of life and work culture at HCL Technologies and the culture is also manifested in the high quality of people that HCL employs. And, on performance part, HCL Technologies has become a global IT company, which was formed to serves its clients around the world, and is having encouraging financial and other organizational performances.

3.10.12 And, NIIT, established by three young and visionary IITians, Rajendra S. Pawar, Vijay K. Thadani, and P. Rajendran, way back in 1981 with a revolutionary mission, continued as India's largest IT training organization right from its inception till today and also became Asia's biggest IT Training organization, later diversified into software and became a premier IT software and solutions company too. However, NIIT's strengths lies in IT training, of which market demand considerably declined after IT meltdown, slump in global economy and dotcom bust - all these phenomena took place simultaneously around the years 2000 -2001, which reduced the market demand of IT training in India as also elsewhere, and it badly affected NIIT's training business and caused its continued bad business performance henceforth. And, NIIT' software business alone stands much behind the other five IT companies on this count. That was the main reason behind NIIT's declining performance year after year and the company was not able to leverage since then - its other wise people and customer friendly approaches, an open and good work environment, quality of people it employs, other cultural and internal strengths or brand's strength which the company still possesses.

3.11 Conclusions and Inferences : Corporate Culture and Performance

The above study, analysis and discussions on corporate cultures and organizational performances of the six selected Indian IT companies viz. Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT, based on the information and secondary data gathered through various sources, such as, articles, surveys and study reports, news reports etc. published in fringes in various business and IT magazines and daily newspapers and collected by the researcher over a period of four and half years as also some company literature / brochures etc. collected during this period - all taken together enables the researcher to conclude and infer as below :

3.11.1 Corporate culture

All the six selected IT companies possess corporate cultures shaped by their founders, corporate leaders and influenced by respective company's values, beliefs and philosophy, and also influenced by the general business environment they operate in. They also possess some degree of commonality of IT services culture as also distinctiveness of their own cultures. India's 'technology twins – Infosys and Wipro' possess their own distinct strong corporate cultures. Tata Consultancy Services (TCS) culture is largely influenced by Tata group's ethos, their top leaderships as also consisting some characteristics of general IT culture and the overall strength of its culture come next to the 'technology twins' cultures. Satyam Computer's culture and its overall strength finds a place after TCS culture. HCL Technologies possesses a culture of technology and being ahead in high technology services and technology creation. And, NIIT possesses a culture of its own with some distinctiveness and some commonality of IT culture and having good cultural strength, but the prevailing business environment and declined demand of IT training has badly affected its prospects and performance.

Thus, the overall cultural strengths of these six IT companies make a ladder or hierarchy from Infosys at the topmost position, then comes Wipro, followed by TCS, Satyam computer, HCL Technologies and NIIT occupying the last position.

3.11.2 Organisational Performance

These six selected IT companies have been found to possess different levels of organizational performances, such as, their financial, growth, value creation, global operations, management, leadership, and brand value performances; their varying degrees of social responsiveness and concerns for their people, customers and some other stakeholders; again occupying different positions in various rankings and listings like India's - most respected companies, best managed companies, real worthy companies, super ranking companies, bench mark IT companies, best employers and the likes. And, all these organizational performance parameters taken together, it appears that on overall basis, 'India's technology twins – Infosys and Wipro', moving almost parallel to each other occupy the top two places, TCS finds a place after these two. Then comes Satyam Computer occupying somewhere middle position. HCL Technologies find a place next to Satyam but after some distance. And, in the last NIIT finds its position, but not very far from HCL Technologies.

3.11.3 Relevance of their Cultures and Organisational Performance

The above two conclusions and inferences concerning the 'corporate cultures' and 'organizational performances' of the six selected IT companies apparently establish correlation between these two in respect of all the six IT companies. The apparent correlations reveal that – Infosys and Wipro are again moving parallel to each other and find the places very close to each other. TCS finds a place of its own after some distance. Then comes Satyam Computer around the middle position. After some distance HCL Technologies occupies its place. And, in the last NIIT still gets a respectable position that is closer to HCL Technologies.

3.11.4 *The Actual Position*

The above inferences, conclusions and correlations are apparent ones, and can be established only after survey and study of the real life situations intended to be carried out by the researcher which will be the soul and basis of this research study. However, these findings, inferences and conclusions definitely give some indications, which again are to be verified as explained.

3.12 References : (Chapter-III)

1. Information Source-1 : **Company's literature and documents.**
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CHAPTER-IV

ORGANISATIONAL PERFORMANCE IN TOTALITY

CHAPTER–IV : ORGANISATIONAL PERFORMANCE IN TOTALITY

4.1 Introduction

The chapter caption 'Organisational Performance in Totality' is similar to 'Corporate's Overall Performance' which refers, in general terms, to the all round or overall performance of a corporate, a business entity or a company. Traditionally, the performance of business entities or companies have been evaluated mainly on the basis of their financial performance, thereby taking care of mainly the interests of the investors and the shareholders, and company's value creation. Some companies would lay some emphasis on customer care and employees' welfare depending on company's culture, tradition and reputation. But all these have been done on an ad-hoc basis – either to attract or retain customers, motivate employees to do more, and to take care of their welfare to meet the minimum statutory requirements.

The other important stakeholders like their business associates, various service providers, suppliers, vendors, environment, ecology, community or society, the government and the policy making bodies have largely been neglected and hardly any time they were paid heed to. Some companies have been making some contributions towards local community and environment and ecology, but these have more or less been proving cosmetic ones or PR (public relations) exercises, except in a few cases, and hardly any time or resources spent as a genuine concern.

4.2 Today's Business Organisations

Today, a business organization exists in the global business environment transcending the national boundaries and spreading its folds in the various countries and regions of the world. This analogy is more relevant in the case of

Indian IT industry, which is at the moment mainly export oriented. Around six out of seven of the total IT software and services are being exported and outsourced, and a meager, one seventh of that are provided locally. In such circumstances, the Indian IT companies have to interact and deal with larger public, such as, corporations, customers, employees, investors, shareholders, suppliers, service providers, local communities and governments throughout the world. Hence, they need to satisfy the various expectations of the different stakeholders and maintain a balanced approach towards them in order to have smooth business operations across the world.

4.3 Different Stakeholders and Conflicting Demands

These different stakeholders – the consumers, workers, suppliers, local communities, governments, society at large, shareholders, and managers have separate and different interests; which are conflicting with each other. The consumers want good quality products at lower price with timely delivery and with adequate support services. Workers are more interested with higher salary, more incentives, lesser working hours, job security and a better quality of work-life and more and more facilities. Suppliers want better price and timely payment. Local community demands its development, schools, hospitals and health services, drinking water, better roads, electricity, communication facilities and so on. Government wants adherence of law and order, fulfillment of statutory requirements and above all, timely payment of taxes in a fair way to run the government.

Further, the society at large expects social responsiveness, concerns towards environment and ecology, protection of national heritage and above all, a better living standard for all including the common-man. The shareholders and the business owners are constantly looking for better profitability, higher financial performance, shareholders value creation, good dividends and charging more and more price and giving lowest possible wages and providing minimum possible services. And, managers at every level want higher salary package, better facilities, more and more benefits, job security, better opportunities for their

career growth, training opportunities for professional advancement, more and more power and the likes. And, all these wants, desires and demands by the various stakeholders lead to clashes and various conflicts.

4.3.1 *Conflicts of Interests*

These conflicts exist in the society and business organizations in various forms, such as, intra-personal conflicts / inter-individual conflicts, inter-personal conflicts / intra-group conflicts, inter-group conflicts / intra-organisational conflicts, inter-organisational conflicts / societal conflicts and so on. And, in the real life situations, more often they have got intra interest conflicts. There are conflicts among different sets of interests. There are intra-interest and inter-interests conflicts and conflicts of interests within individuals and segments. Not only that, such conflicts arise within individuals, between individuals, and within groups and segments. The more the conflicts, the more difficult it becomes for the managers to manage them.

4.3.2 *Shareholder Value and the Stake Holders*

Deal and Kennedy (1999)¹, while discussing the rise of shareholder value in the recent decades and companies' weakening concerns for other stakeholders, observed that 'until the early-to mid 1980s, most managers balanced the interests of the various "stakeholders" in their business. But with the start of shareholder value revolution two decades back, which was on its peak in 1995 and still continuing, managers began to focus on stock price as a crucial measure of the value of their efforts. They started working on it religiously, and at the same time shareholders started demanding more and more. Management started looking for more ways and means to achieve the same. This revolution or the greed has brought so many distortions in the well knitted fabric of corporate culture as well as corporate governance. Companies' concerns for various other stake holders have gone down rapidly. There is an urgent need to reverse this trend in the best interest of the companies as well as the various stakeholders (p. 44).'

4.3.3 Managing the Conflicting Needs Optimally

To manage or satisfy the conflicting needs of each segment optimally, it becomes the responsibility of the management to do that judiciously, in order for the companies to realize their business goals of profitability and growth; along with discharging their duties and responsibilities towards all the stakeholders, including the long neglected ones, such as, the suppliers, environment, ecology, local communities and the larger society; and simultaneously becoming good corporate citizens; which ultimately enhance their respects and acceptability in the society and the countries where they do operate. It generates a favourable 'social multiplier effects'; as in the case of money and finance; and ultimately companies are rewarded with more business, more profits, higher growth, higher value creation, better and more satisfied employees, customers, suppliers, investors, policy makers, governments, local communities and the larger society; and gaining good corporate image and enhancing their brand values, gaining confidence and support of the various stakeholders; which ultimately help in their success in domestic as well as global operations.

Also, Drucker (1991)² cited the views of the legendary CEO of a highly respected American corporation as : Ralph Cordiner, highly respected CEO of General Electric through the late 1950s, argued that 'the senior executives were responsible for managing the enterprise "in the best-balanced interests of shareholders, customers, employees, suppliers, and plant community cities".'

And, another legendary CEO of a highly respected American corporation, David Packard commented in his 1995³ book, *The HP Way*, about a business conference he attended in the late 1940s where he expressed the view that "business had responsibilities beyond making a profit for their shareholders..... We had important responsibilities to our employees, to our customers, to our suppliers and to the welfare of society at large." Some, like Hewlett and Packard, believed in "serving multiple constituencies so much so that they enshrined it in the credo of their companies (p. 166)".

4.4 Evolving a New Management Concept of 'Total Organisational Performance' – The 'T.O.P.' Concept

The above analogy of satisfying conflicting needs and demands of different stakeholders optimally and judiciously on the part of business corporations; and thereby enhancing their financial performance, growth, market value, image and brand value – gives rise to the concept of 'Total Organizational Performance – the 'T.O.P.' concept.

No doubt, the businesses are being carried out mainly for profits. Profit is the life blood of business without which it cannot sustain for longer period. Profits are necessary. It must be earned. But, Shaw (1999)⁴, in his book "*Business Ethics*", observed that the 'corporations, as responsible corporate citizens, and to pay back to the community, society, environment and ecology amidst which the company is operating and using the natural resources and also depleting them or polluting them; they must pay back adequately to compensate for the use, consumption and the depletion of resources, and thereby, also becoming a good corporate citizen.' Also, companies ought to follow the concept of 'partner in progress' in order to become a caring and a good governing company.

Further, If the companies take a balanced approach like – good management, good technology (Deal and Kennedy, 1982)⁵, good products and services, good quality, good marketing and support services, concern for investors, as well as customers and employees (Pareek, 1989, p. 168)⁶, genuine concern for environment and ecology, and local community and the society at large as well as equally taking care of the interests of various other stakeholders; and creating a good image and personality ((Temporal and Alder, 1998⁷; Sowmya, 2003⁸) and brand value (Ind, 1997⁹; Randall, 2001¹⁰) of the companies by adding few additional performance criteria like this, the company will earn more goodwill in the market – domestic and international, better acceptability, better response from customers, society and the policy makers and in this way the company will perform even better in the financial terms also and it is going to be a long term gains for the companies.

Adams, Carruthers and Hamil (1991)¹¹, in their book *"Changing corporate Values"*, have given 'an empirically well researched parameters and standards to evaluate social, as opposed to financial, assessment of corporate performance.' Here, the authors observed that 'it is essentially practical to do so', and further pointed out that 'while various other contemporary researchers and publications have dealt with the theory of being a good corporate citizen, or the issues of morality in the market place', and the authors have provided in their book 'well researched hard data to which conceptual material can be applied to develop and establish new concepts', such as, '**organizational performance in totality**' (proposed by the researcher in this study) and the likes, 'to evaluate corporate performance in a different and nontraditional way, and in the new light'.

Deal and Kennedy (1999)¹, having carried out two sets of comprehensive research works related to 'corporate cultures, corporate lives and organizational performance' in a span of around two decades which they published in their two books, namely, *"Corporate Cultures :The Rites, Rituals...Financial Performance"* (1982)⁵ and *"The New Corporate Cultures : Revitalizing the Workplace After Downsizing, Mergers and Reengineering"* (1999)¹, and having studied the corporations' mad race for the restructuring, downsizing, mergers, acquisitions and so on, and their consequential ill effects on corporate lives, the authors finally advocated for 'rebuilding the social context of work' (p. 267-282), 'importance of values' (p. 202-203), 'business ethics' (p. 203-204), 'morality and ethical code of conduct' (p. 208-209) etc. in the corporate lives and conduct; and not only the financial performance as the sole motto of business. Again, their some parts of conclusions and recommendations indicate towards 'corporate's overall performance'.

Hence, the companies do not have to be concentrating only on financial performance. Even a better financial performance would just be a by-product of a good overall performance. Here, lies the idea and requirement of a new management concept of "**TOTAL ORGANISATIONAL PERFORMANCE**" - (T.O.P.), to be developed and tested for its worthiness in this research study.

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CHAPTER-V

RESEARCH METHODOLOGY AND METHODS USED IN CONDUCTING THE PRESENT STUDY

CHAPTER–V : RESEARCH METHODOLOGY AND METHODS USED IN CONDUCTING THE PRESENT STUDY

5.0 Introduction

The research methodology used in the research work is based on a well thought and scientifically designed 'Research Model'. Based on this research model and subsequent designing of suitable instruments for data collection and having administered and executed them furthering research work, a planned and organized 'research study' was carried out during the last four years. The research work involved in depth study of 'corporate cultures' and 'total organizational performance' of six selected leading Indian IT (software and services) companies separately.

The 'research model' has facilitated in depth ground study of each IT business organisation about their specific cultures, their internal systems, business environment, core-values, corporate philosophy and vision, their leadership, corporate image, personality and brand values; quality of management, structures, systems and processes, professionalism, ethical and moral values, and physical manifestations. It also included study of employees' morale, motivation, commitment and loyalty, quality of work life; their products, services, quality, knowledge capital creation, innovation, level of technology; their economic and financial performance, growth, profitability, and inbuilt systems for tackling on the unforeseen challenges affecting corporate performance. Besides, it included study about their concern for community, society, environment and ecology; customer care and satisfaction.

Furthermore, the study also covered taking care of the interests of other stakeholders on part of the corporates, such as, looking after the interests of their

business associates, strategic and alliance partners, suppliers, vendors, service providers and the likes on an equal footing and treating them as their partners in progress. And finally, their overall corporate performance, which included the performances in various facets of their respective organizations.

In this way, the study has finally resulted into a comprehensive and detailed study of their respective 'corporate culture' or 'corporate umbrella culture – (C.U.C.)' and 'corporate overall performance - (C.O.P.)' or, the 'total organizational performance - (T.O.P.)', and establishing various types of relationships between these two major dimensions of Indian IT companies (industry) in particular and corporates in general. The methodology and methods used in the present study are being discussed step by step in the succeeding paragraphs:

5.1 *Identification of the Problem*

Thirty years into the computer and information technology revolution, late starter though India was, it has carved out its own special space in the information technology (IT) arena. Indian expertise and talent drives key sectors of the computers and communication business worldwide. India has become the choicest destination for all IT software and services requirements of the world. India is on the threshold of becoming world's number one IT player.

A large number of Indian IT companies have emerged on the scene during the last two to three decades. And, the leading Indian IT companies, such as, Infosys Technologies, Wipro Technologies, Tata Consultancy Services, Satyam Computer Services, HCL Technologies and NIIT among others, have become world class companies and major global players on the world IT horizon. They now have profound influence on corporate sector, stock trading, export earnings, job markets, India as a global IT brand and Indian economy as a whole.

These high performing mega Indian IT companies have developed distinct cultures of their own. Their founders and visionary leaders like legendary J. R. D.

Tata, F.C. Kohli, N. R. Narayana Murthy, Azim Premji, S. Ramadorai, Nandan Nilekani, Vivek Paul, B. Ramalinga Raju, Shiv Nadar, Rajendra S. Pawar, and many other business leaders in IT sector have exerted profound influence on IT culture in India and taken lead in shaping the culture of their respective companies. Each of these companies possesses their own distinct culture. They also have different levels of organizational performance and excellence achieved in different areas which are again influenced by the respective company's culture.

In India, there is no trace of any effort so far by any researcher about study of their corporate cultures as also about their total organizational performance, and establishing correlation or relevance between their corporate cultures and organizational performance. A study like this will not only provide important information and inputs to these companies to fine tune and make required changes in their cultures for better organizational performance, but it will also guide the India's sunrise industry – the IT industry as a whole. It has been a long felt requirement which should have been carried out by now. This is the sole problem which leads to the present study. It is a step toward fulfilling this long felt need and an endeavour to fill up the research void.

5.2 Objectives of the Study

The objectives of the present study are multi pronged : firstly, to carry out an authentic study of corporate culture and total organizational performance of India's sunrise industry – the IT industry in general and that of six selected leading Indian IT companies in particular; secondly, to establish correlation between corporate culture and total organizational performance of the six selected IT companies; thirdly, to identify the important parameters of corporate cultures of the selected IT companies as also the strong cultures and the weak ones, and to incorporate timely changes in their corporate cultures in order to get consistently good total organizational performance; fourthly, to arrive at important cultural parameters of IT companies in general and to provide inputs to hundreds

of other IT companies in India to shape their cultures in order to get consistently good organizational performance; and last but not the least, to develop and establish the new concept of 'total organizational performance' in the realms of management and corporates.

Also, the present study about corporate cultures and total organizational performance of Indian IT companies and an endeavour to establish correlation between them; and having identified the important cultural elements and parameters required for consistently good total organizational performance, all these can be equally applicable to other corporates and industries in India. Hence, the findings of this research study can be proved useful for all types of industries – to shape their corporate cultures for better organizational performance as also the new concept of 'total organisational performance' could be adopted by various companies and industries in India or elsewhere.

5.3 Scope and Coverage of the Study

The study covers '**corporate cultures**' and '**total organizational performance**' of six leading Indian IT companies, such as, **Infosys, Wipro, Tata Consultancy Services (TCS), Satyam Computer, HCL Technologies and NIIT**, having their corporate offices, branches and development centers scattered throughout the geographical region of India as also their branch offices and development centers located in many countries and parts of the world to take care of their global operations:

5.3.1 Why IT (Software) Companies Were Chosen for Study

5.3.1.1 Background

The present research topic was finalized in early 2000. The period around year 2000 witnessed a steep growth in IT software and services industry led by the 'Y2K' problem, a worldwide phenomenon to be tackled on top priority. It provided a great opportunity and threw challenges too. Indian software industry

had an edge, armed with its inherent capabilities and leverage over others, took the challenge and made full use of the opportunity.

5.3.1.2 Performance of Indian Industries

Taking up IT hardware industry sector first. The manufacturing of hardware in India started way back in 1975 and kept on limping due to unfavourable government policies, heavy tax regime, red-tapism, import restrictions and high price. And, with the liberalization of Indian economy in 1991-92, though with slow pace, hardware sector could not take off, rather multinational hardware companies entered the Indian markets and snatched major market share of the domestic hardware industries. The early entrants in this field like HCL, Wipro and many other Indian IT hardware companies either left, switched over to or simultaneously entered the more profitable and faster growing IT software sector.

Now moving on to IT software and services industry sector. The year 1999-2000 witnessed the highest revenues and growth in the IT software and services sector. The top 20 companies' revenues grew by 45.4% in 1999-2000 (*Dataquest, 2000*)¹ over previous year, exceeding the growth rate of the overall IT industry at 38%. And, the percentage share of the top 20 companies' revenues in the industry increased from 50.2% in 1998-99 to 52.9% in 1999-00. Another branch of IT, internet based dotcom, e-commerce, also emerged around this period. However, the sudden dotcom boom (2000) had a quick bust (mid-to-end 2001) and decline. It could not sustain.

Lastly, the old timers on the Indian industrial scenario – the traditional industry sectors, such as, engineering, manufacturing, automobiles, electronics etc. sectors were facing stiff competitions from overseas companies entry in the market (due to liberalization itself), under going major restructuring and struggling to survive. There was hardly any growth or further investments in these old economy sectors. Thus, information technology (IT) software and services sector remained the only sunrise industry during this period.

5.3.1.3 Analysis and Final Selection of Industry

Now, going by the above analysis, it is established that during early 2000s, IT software and services was the only growing sector and had tremendous potential for future growth. It was in fact the only rising sector among all industrial sectors. Further, the performance and results of this sector in succeeding years (2000 to 2004) have confirmed that this positive trend continued till the writing of this report. These results have been cited in this report at appropriate places. Hence, the software and services sector of IT industry became the natural choice for the present research work. It was also considered that certain results and findings of the study might give further impetus to this sunrise industry for higher growth and better corporate governance and performance.

5.3.2 Final Selection of IT (Software and Services) Companies for the Present Study

5.3.2.1 Background

At the conceptual stage of this research study, it was intended to carry out study of corporate culture and resultant organizational performance of 4 to 6 numbers of leading Indian information technology companies in order to find out cultural strengths as also the weaknesses of Indian IT software and services companies, establish correlation between culture and performance, and to come out with research findings and facts which could be useful to the corporate world in general and Indian software industries in particular.

5.3.2.2 Selection Criteria and Performance of Indian IT Industry

The selection criteria as decided was strictly based on corporate and financial performance of leading Indian IT software companies around the year 2000 when the topic of the thesis was finalised. Considering performance data of top 6 software companies from a list of 20 IT companies (software and hardware)

based on a study conducted by *Dataquest* (2000)² as : **Wipro** – rank 1999-00 (1), revenue 1999-00 (Rs. 2,035.7 crore); rank 1998-99 (2), revenue 1998-99 (Rs. 1,443.2 crore); and growth (41.1%); **Tata Consultancy Services** - rank 1999-00 (2), revenue 1999-00 (Rs. 2,033.9 crore); rank 1998-99 (1), revenue 1998-99 (Rs. 1,652.3 crore); and growth (23.1%); **NIIT** - rank 1999-00 (6), revenue 1999-00 (Rs. 1,095.8 crore); rank 1998-99 (4), revenue 1998-99 (Rs. 861.7 crore); and growth (27.2%); **Infosys Technologies** - rank 1999-00 (9), revenue 1999-00 (Rs. 882.3 crore); rank 1998-99 (9), revenue 1998-99 (Rs. 508.9 crore); and growth (73.4%); **HCL Technologies** - rank 1999-00 (10), revenue 1999-00 (Rs. 830.3 crore); rank 1998-99 (25), revenue 1998-99 (Rs. 649.3 crore); and growth (27.9%); and **Satyam Computer Services** - rank 1999-00 (12), revenue 1999-00 (Rs. 677.1 crore); rank 1998-99 (13), revenue 1998-99 (Rs. 378.1 crore); and growth (79.1%). Here, in the ranking list of top 20 IT software and hardware companies for the year 1999-2000, six Indian software companies with their respective performance and rankings (1st, 2nd, 6th, 9th, 10th, and 12th) have been cited above. The remaining companies within ranks 1st to 12th were mainly hardware companies of foreign origin (ranks 3rd, 4th, 5th, 7th and 11th), and one more company (rank 8th) was a hardware company of Indian origin, and all these six did not qualify the pre- set criteria of 'software company of Indian origin' and hence rejected.

Further, based on another study by *Dataquest* (2000)³ about ranking of top 47 listed IT (software and hardware) companies, a detailed evaluation of comprehensive financial performance of the above cited 5 Indian software companies were also carried out to reconfirm their performance and standing as : **Wipro** – rank 1999-00 (1), market capitalization - year ending March 31, 2000 (Rs. 116,882 crore), sales 1999-00 (Rs. 2,372 crore), profits 999-02 (Rs. 301 crore), sales growth 1999-02 (30%); profit growth 1999-00 (77%), and return on capital employed i.e. roce 1999-00 (51%); **Infosys Technologies** - rank 1999-00 (2), market capitalization - year ending March 31, 2000 (Rs. 54,178 crore), sales 1999-00 (Rs. 882 crore), profits 999-02 (Rs. 286 crore), sales growth 1999-02 (73%); profit growth 1999-00 (111%), and roce 1999-00 (41%); **Satyam**

Computer Services - rank 1999-00 (3), market capitalization - year ending March 31, 2000 (Rs. 22,912 crore), sales 1999-00 (Rs. 677 crore), profits 999-02 (Rs. 135 crore), sales growth 1999-02 (79%); profit growth 1999-00 (85%), and roce 1999-00 (39%); **HCL Technologies** - rank 1999-00 (4), market capitalization - year ending March 31, 2000 (Rs. 22,174 crore), sales 1999-00 (Rs. 276 crore), profits 999-02 (Rs. 101 crore), sales growth 1999-02 (122%); profit growth 1999-00 (78%), and roce 1999-00 (49%); and **NIIT** - rank 1999-00 (5), market capitalization - year ending March 31, 2000 (Rs. 7,327 crore), sales 1999-00 (Rs. 581 crore), profits 999-02 (Rs. 143 crore), sales growth 1999-02 (27%); profit growth 1999-00 (32%), and roce 1999-00 (50%). Here, in the ranking list of top 47 IT software and hardware listed companies for the year 1999-00, the above 5 Indian software companies with their respective overall performance rankings (1st, 2nd, 3rd, 4th and 5th) reconfirms their top positions in Indian software industry. The other top Indian software company, **Tata Consultancy Services**, being an unlisted and closely held company of Tata group, was not included in the second set of performance evaluation (but was included in the first evaluation). However, Tata Consultancy Services, whether listed or unlisted, remains Asia's biggest IT software company.

5.3.2.3 Final Selection of IT (Software) Companies for Study

Hence, having gone through two sets of evaluation based strictly on comprehensive financial performance of above Indian software companies, all above six IT companies were finally selected for the present research study. Henceforth, they will be called as – **Infosys, Wipro, TCS, Satyam Computer, HCL Technologies** and **NIIT** throughout this research study.

5.4 The Hypothesis

It consists of a series of enunciations numbering ten – to be tested and verified during an on ground study and, if proved, they may be finally established as facts and principles in the realm of business organization and management. They are presented in the following sub-paragraphs :

5.4.0 The Research Enunciations

5.4.1 A 'corporate' or a 'business organisation' possesses a definite culture, a strong or a weak culture, based on its various cultural elements and factors, and is manifested in the form of a comprehensive and all inclusive 'corporate umbrella culture'. (C.U.C : independent variable.).

5.4.2 A corporate culture results into an 'intangible performance' comprising of corporate vision, leadership, image, personality and brand value. (Corporate intangibles : dependent variables.).

5.4.3 A corporate culture has definite bearings on the quality of management, its structures, systems, processes, professionalism, ethical and moral values, and quality of work life. (Management, structures, systems and processes related performance : dependent variables.).

5.4.4 A corporate culture exerts influence on its products, services, quality, technology, innovation and knowledge capital creation. (Products, services, knowledge capital and quality related performance : dependent variables.).

5.4.5 A corporate culture has great bearings on company's financial and growth performance, profitability, value creation and its ability to take on crisis situations affecting the corporate performance. (Financial, growth, profitability, value creation and ability of tackling unforeseen situations related performance : dependent variables.).

5.4.6 A corporate culture exhibits definite attitudes and contributions towards community, society, environment and ecology. (Social and environmental performance : dependent variables.).

5.4.7 A corporate culture makes impact on its concerns towards employees, customers, business associates, service providers and other stakeholders. (Stakeholders related performance : dependent variables.).

5.4.8 A corporate culture, or a comprehensive and all inclusive 'corporate umbrella culture' – (C.U.C.), manifests itself into corporate's various 'segmental performances' – (C.S.P.), and the sum total of these performances becomes the 'total organizational performance' – (T.O.P.) of that business entity.

5.4.9 A 'corporate culture' (C.U.C. : independent variable) has a high correlation with its 'total organizational performance'. (T.O.P. : dependent variable.).

5.4.10 And, the correlation between 'corporate culture' and 'total organization performance' can be instantaneously represented as an index value with the help of C.U.C. and T.O.P. values on a 'RATIO TWINS'. [C.C.T.O.P. Index = $Z^{CUC} : Z^{TOP}$]

5.5 Research Design

The research design includes – a specially designed research model, its contents, corporate culture and total organizational performance related parameters, boundaries and performance blocks, their explanations, sources of secondary and primary data, instruments design, data collection, administration, etc. They have been described in steps under appropriate headings in the foregoing paragraphs.

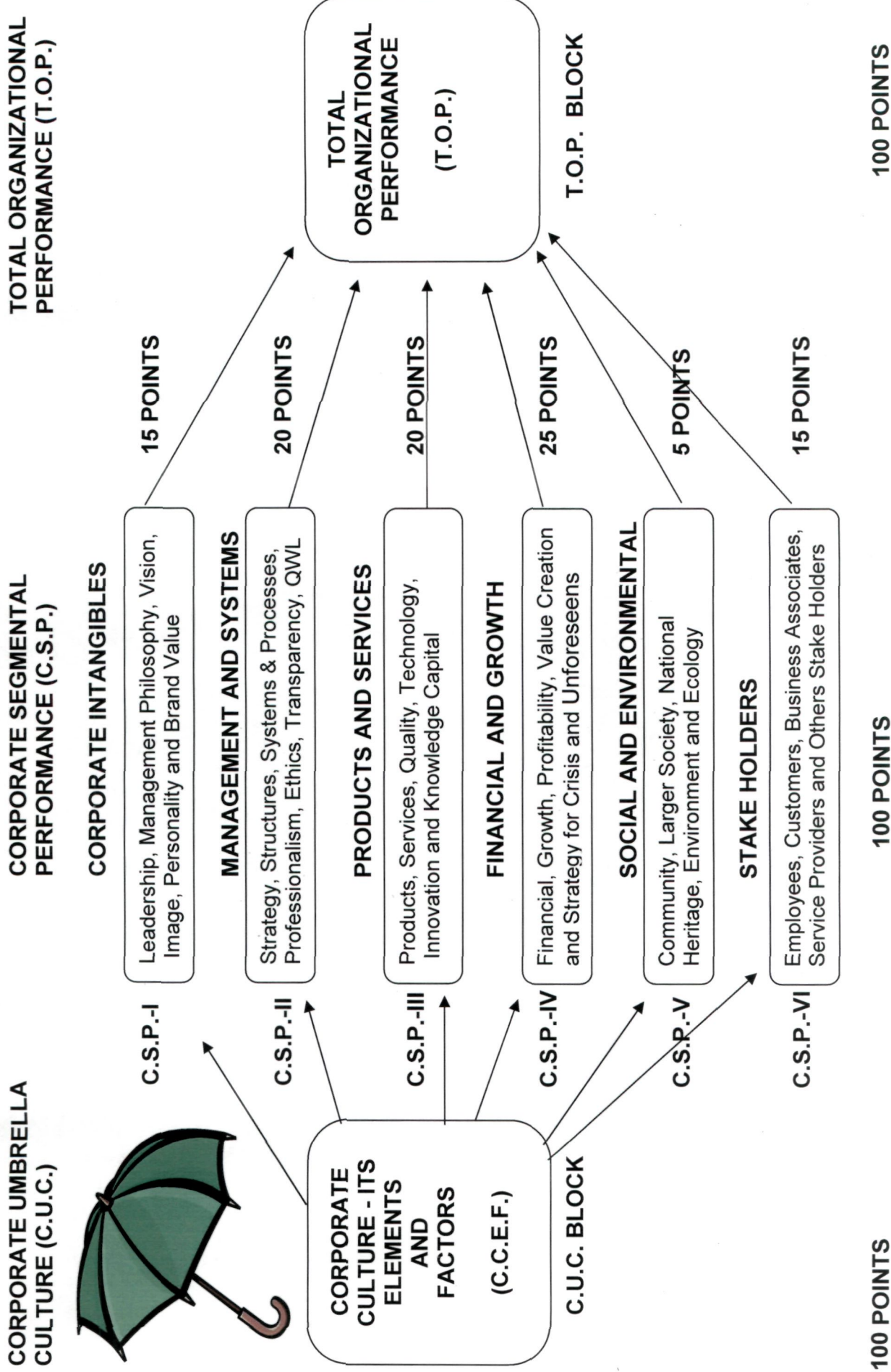
5.5.1 Research Model

The 'Research Model' specifically designed for the purpose of this study is presented on a separate sheet on the next page (page no. 198, also separately exhibited at the end as per 'Annexure-B').

5.5.1.1 Research Model's Contents

The research study is based on a scientifically designed 'research model' which contains 'eight different study blocks' - one block containing 'corporate

RESEARCH - MODEL



A RESEARCH MODEL COMPRISING OF EIGHT BLOCKS

umbrella culture' - (C.U.C.), six blocks dedicated to 'corporate segmental performance' - (C.S.P.-I to VI) and the last block meant for 'total organizational performance' - (T.O.P.) as under :

5.5.1.1.1 The Contents of the Study Blocks of the Research Model :

| <u>Heading / Description</u> | | <u>Code / Legend</u> | <u>Max.Points/ Performance Indicators</u> |
|--|---|-----------------------------|--|
| <u>Corporate Culture :</u> | | | |
| C.U.C Block | 'Corporate Umbrella Culture' | C.U.C. | 100 |
| <u>Corporate Performance :</u> | | | |
| 'Corporate Segmental Performances' | | C.S.P.(s) | 100 |
| <u>Block-Wise Segmental Performance - (Break Up of Above) :</u> | | | |
| C.S.P. -I | Corporate Intangibles' Performance | C.I.P. | 15 |
| C.S.P. -II | Management and Systems Performance | M.S.P. | 20 |
| C.S.P. -III | Products, Services, Knowledge and Quality Performance (P.S.K.Q.K.) | P.S.Q. | 20 |
| C.S.P. -IV | Financial, Growth and Value Creation Performance | F.G.V.P. | 25 |
| C.S.P. -V | Social and Environmental Performance | S.E.P. | 5 |
| C.S.P. -VI | Employees, Customers and Other Stakeholders Performance | E.C.O.S.P. | 15 |
| <u>Corporate Overall Performance :</u> | | | |
| T.O.P. Block | Total Organizational Performance (T.O.P.) or, Corporate Overall Performance (C.O.P.) | T.O.P. | 100 |

5.5.1.2 Research Model's Explanations

It is evident from the above descriptions and contents of the research model and weightage points of different blocks that the C.U.C. block is the 'cause block' (corporate culture) representing independent variables; C.S.P. blocks I through VI are the 'effect blocks' (corporate segmental performance) representing dependent variables; and T.O.P. block is the 'resultant (result) block' (Total Organizational Performance), again representing dependent variables which is the sum total of the six corporate segmental performance blocks which are themselves dependent variables.

In other words, various cultural elements and factors in C.U.C. block shape the vision, ambition and provide internal strengths to the corporates to act in a particular way to achieve certain results or corporate goals; and these ambition, vision and strengths of the corporates direct their entire energy and forces towards organizational performance in various spheres which result into corporate's various segmental performance, led by different cultural elements and factors, in the form of performance blocks namely C.S.P. block-I through block-VI; and the sum total of various segmental performance blocks, such as, C.S.P. I through VI, when added together, give the corporate's 'Total Organizational Performance' – (T.O.P.).

Also, the corporate's cultural characteristics and strengths (or weaknesses) which result into 'corporate umbrella culture'- (C.U.C.) represented as C.U.C. block signifying the independent variables and the final 'result' or the outcome in the form of 'total organizational performance' – (T.O.P.) or 'corporate overall performance' - (C.O.P.) so obtained as per T.O.P. block, are compared together in order to find out correlation between the 'Corporate Umbrella Culture' – (C.U.C.) and the 'Total Organizational Performance' – (T.O.P.) or (C.O.P.).

And, finally, a State-of-the-Art method or technique in the form of a set of 'TWINS' (a set of two figures representing C.U.C. and T.O.P. values) have also been 'hypothesized' and 'designed' for this 'research study', which

instantaneously represents the correlation between 'corporate umbrella culture' and 'total organization performance' in the form of an index, such as, C.C.T.O.P. Index = $Z^{CUC} : Z^{TOP}$ (A Ratio), which is to be tested and verified during this research study, and if found to be worthy of the assumption, it may eventually be one of the major contributions of this study towards the 'business and the corporate world'.

5.5.2 Sources of Secondary Data

5.5.2.1 Secondary Data

The available secondary data or information regarding the six selected Indian IT companies Viz. Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT through various sources, such as, various publications of articles and reports about these companies' cultures, management, financial and other performances etc. from time to time appearing in various IT and business magazine such as Business Today, Computer Today, Dataquest, Business India, Business World, Business Week etc.; and various news and reports published in leading Indian daily-newspapers etc. which were collected by the researcher over a period of 4½ years.

The secondary data collected through above sources have been presented in chapter III : Review of Literature and Reports on IT companies. A brief summary of their respective corporate cultures, organisational performances and their comparative rankings etc. have also been provided. These outcomes, results and information regarding these selected IT companies are being presented as reference. They may serve the purpose of finally comparing these secondary data with the primary data collected during the present study and with the outcomes of their analysis and interpretation etc.

But the secondary data / information presented in chapter-III have not been used as base data for this research study, as they do not emanate from any serious academic or management research work. Thus, for the purpose of this

research study, fresh primary data and detailed information were collected during the course of this study, later on processed and presented in tabular forms in order to carry out their interpretation and arriving at the conclusions and findings. These have been discussed in the succeeding paragraphs step by step and under different headings.

5.5.3 Primary Data : Through Questionnaires

For the purpose of this research study, six Indian IT companies were finally selected on the basis of their past performance and after meeting the pre-set selection criteria. A number of instruments and questionnaires were constructed and used in course of this study. Main Questionnaire's part-I on 'corporate culture' comprises of 20 questions signifying 20 different dimensions of corporate culture which were in turn based on total 116 items or aspects related to corporate culture which were drawn from the detailed discussions on corporate culture part of the literature review presented in chapter-II of this study report. And, out of these 116 items or aspects, similar or related items or aspects were grouped or clubbed together to form 20 different groups or dimensions which were eventually presented as 20 different questions on different topics in this first part of the questionnaire.

Similarly, the second part of the Main Questionnaire : part-II : on 'total organization performance' comprises of 20 questions signifying 20 different dimensions of total organizational performance, which were in turn based on 119 items or aspects related to total organizational performance which were drawn from organizational performance part of detailed discussions and literature review presented in chapter-II of this study report and also from the separate chapter on this topic : Chapter IV : Total Organisational Performance. Further, these 119 items or aspects, based on their similarity, relationships and relevance, were again grouped or clubbed together to form 20 different groups or dimensions which were eventually presented as 20 questions on different topics in this second part of the questionnaire.

Hence, each dimension in both parts of the questionnaires representing a group of clubbed similar and related items or aspects, form an independent question on a specific topic and can be treated as an independent cell in the questionnaire (Tull and Hawkins, 1996, p.567-568)⁴. And, the total 20 plus 20 = 40 questions represent 40 independent cells for each IT company under study and for six different selected IT companies, it gives a total of 240 cells in six sets of the 'Main Questionnaire'.

5.5.3.1 Introduction : 'Main Questionnaire' and its Administration

Altogether 210 IT professionals, IT experts, company executives of the six selected IT companies, corporate executives, management consultants, industry watchers, business journalists, shareholders, IT customers, service providers and some of the knowledgeable general public as 'purposive samples' (Tull and Hawkins, 1996, p. 547)⁴ were personally contacted by the researcher, final printed sets of the 'Main Questionnaire' served to them for their responses and were also interviewed by the researcher for the purpose of the study. Due care was taken to ensure that at least 35 people respond for each of the six selected IT companies through the final sets of the main questionnaire, part-I for corporate culture and part – II for total organization and performance.

The survey was conducted mainly in the National Capital Region (NCR) of Delhi viz. Metropolitan City of Delhi, Noida and Gurgaon which have become a major hub of IT software and services in India and all the major IT companies including the six selected IT companies have their branch offices and development centers located in these cities / towns. Also, some of the known people in IT and management fields from Mumbai, Bangalore, Ahmedabad, Pune and Hyderabad were also contacted by the researcher along with the questionnaire sets which were served to them through e-mails and postal services and their responses were collected and also included in the present study.

Even though the study area was restricted to the National Capital Region (NCR) of Delhi comprising of Delhi, Noida and Gurgaon and some responses from other major cities collected through e-mails and postal services, the present samples may be considered fairly representative and can be treated as national level samples for the purpose of the study, because a large number of IT professionals, company executives, management professionals, consultants, business journalists / reporters and others in the selected categories of people as purposive samples contacted and interviewed during this study were hailing from different parts of the country and were posted in the various business organizations and six selected IT companies branches and their development centers based in the National Capital Region of Delhi i.e. the Metropolitan City of Delhi, Noida and Gurgaon.

5.5.3.2 Scales and Instruments Development Process

The required information was collected with the help of a printed 'Questionnaire'. The instrument was constructed during an exploratory survey. A plethora of literature highlighting the factors critical for the assessment of 'Corporate Culture', and 'Organizational Performance' as presented in chapter – II of this study while reviewing the literature on these topics as also literature review and concept development on 'Total Organizational Performance' presented separately in chapter-IV of this study, all these were taken into account while constructing the instrument. In this process the intricacies involved and steps taken are described below.

In the present study, the meaning and scope of the term 'corporate culture' has been broadened to include various elements like corporate leadership, vision, mission, image, personality and brand value etc. in a comprehensive way, and making it an all inclusive and comprehensive – 'corporate umbrella culture' (C.U.C.). And, the new term - 'total organisational performance' (T.O.P.) goes much beyond the traditional meaning of 'corporate performance' (mainly financial performance). The new concept of T.O.P., apart

from financials, systems and management related performances, also includes shareholders value creation, brand value creation, ethics in business, concerns for environment, ecology and society, concerns for other stakeholders (other than employees, customers and investors) etc. as explained in the previous chapter (Chapter-IV).

The study was of complex nature. The comprehensive and multifaceted nature and dimensions of 'corporate culture' and 'total organizational performance' (Chapter-II and Chapter-IV) by themselves and the complexities involved were well recognized. Also, the separate on ground study and evaluation of 'corporate cultures' and 'total organizational performance' of six different IT companies (Chapter-III and Chapter-IV) selected for this research study was to be carried out. These companies were having their own distinct corporate cultures and different levels of their total organizational performances, which were to be studied and evaluated comprehensively and independently, without using each other as benchmark or standard. Thus, the study required suitable instruments and methods to address these intricacies.

Hence, it was decided with the help of 3 experts in management field to use a '**non-comparative rating scale**' also referred to as '**monadic scales**' (Tull and Hawkins, 1996, p. 374-378)⁵ in which respondents are not provided with any standard to be used in assigning ratings, and which is basically a multidimensional '**numerical scale**' (Guilford, 1971, p. 263-265)⁶, an eleven point numerical scale having 0 to 10 on it, and which is also known as the '**11-point Juster Scale**' (Gendall, Easslemont and Day, 1991⁷, p. 257-263 and Tull and Hawkins 1996⁸) which is found to have good predictive validity as well as easily understandable by the respondents, was the best available option in this situation and which has been used in this research study.

Consequently, the basics of an '**11-point Juster scale**', a multidimensional 'non-comparative attitudinal scaling' having 0 to 10 on it, and instantaneously convertible to a '**percentage scale**' (Westbrook, 1980, p. 69)⁹

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were followed and a suitable measuring scale with 0 to 10 on it, 0 being the least or non-existent of an attribute and 10 being the maximum / most or 100% existence of an attribute, was designed and incorporated into the instrument.

Further, while taking into account the various elements, factors or dimensions related to 'corporate culture' and 'total organizational performance' in a comprehensive way, initially, 131 items or aspects related to 'corporate culture' were identified and grouped under twenty five dimensions or factors; and were prepared on an '*11-point non-comparative Juster Scale*' – ranging from non-existent (0), 1 (least) to 10 (most, 100%) as in some other studies (Tull and Hawkins, 1996⁵, and Westbrook, 1980⁹). These dimensions or factors concerning 'corporate culture' included - business environment, corporate leaders, core values, technological way of life, democratic norms, human capital, learning and changing organization, global vision, excellence in products and services, corporate image and brand, quality of work life, physical environment, ethical and moral values, nurturing the life blood of business, profitability and financial performance, corporate dynamism and changes, growth and competitiveness, concerns for society, environment and ecology, partners in progress and concerns for other stakeholders etc.

Similarly, for 'total organizational performance', a pool of 135 items or aspects related to the topic were taken at the initial stage and grouped under twenty six dimensions or factors and were prepared on an '*11-point non-comparative Juster Scale*' – ranging from non-existent (0), 1 (least) to 10 (most, 100%) as in some other studies (Tull and Hawkins, 1996⁵, and Westbrook, 1980⁹). And, these dimensions or factors concerning total organizational performance included – a visionary company, top management leadership; quality of management, systems and process; physical manifestations and extravaganzas; quality of products and services, level of technology and Innovations, global operations and competitiveness, dynamism and response to change, human development and quality of work life, knowledge capital and talent pool, customer care and satisfaction, company's growth performance,

financial performance, market capitalization and value creation, concerns for investors and share holders, concerns for other stakeholders, social responsiveness, environmental consciousness, corporate's ability to take on unforeseen challenges etc.

5.5.3.3 Pre-Testing of the Main Instruments / Questionnaires

The preliminary two sets of instruments so developed on an '**11-point non-comparative Juster Scale**' (Tull and Hawkins, 1996⁵, and Westbrook, 1980⁹), one for 'corporate culture' and the other for 'total organizational performance', were randomly rearranged to design the required 'questionnaire'. In all, **70 IT professionals, IT users, managers, corporate executives**, consultants, academicians in management, IT and social science fields, business journalists and some knowledgeable general public residing and working in the **National Capital Region of Delhi i.e. Metropolitan City of Delhi, Gurgaon and Noida** were personally contacted by the researcher as '**purposive samples**' (Tull and Hawkins, 1996, p. 547)⁴ and requested to mark their responses on the instruments and were personally interviewed and discussions were held to elicit their views and opinions about both the instruments. These '**purposive samples**' were quite representative in nature as a national sample as most of the respondents, professionals and experts hailed from different states and region of India and were residing and working in or around Delhi in different organizations.

Further, after a careful examination of the responses, respondents' personal views and opinions about the instruments, and after a due screening with the help of three referees, the lengthy and ambiguous items were reformulated to provide clarity, contextually less relevant items were dropped, dimensions or factors that seemed to be highly related to each other were clubbed together to form a new broader dimension. As a sequel to this the number of dimensions in the first instrument related to 'corporate culture' got reduced to twenty from the initial twenty five and after a thorough screening and after dropping of some less relevant items, the number of aspects or items came

down to 116 from the initial 131 items. Similarly, the number of aspects or dimensions in the second instrument which was related to 'total organizational performance' got reduced to twenty from the initial twenty six and having dropped some less relevant items, the number of aspects or items came down to 119 from the initial 135 items.

And, as already indicated earlier (Gendall, Esslemont and Day, 1991⁷, p. 257-263, Tull and Hawkins, 1996⁵, p. 374-378 and Westbrook, 1980⁹, p. 69.), the gradation on the '**11-point Juster Scale**', which can easily be converted into **percentage scale** also, were finalized as : 10 (Certain, practically certain / maximum extent, 100% or, 99 in 100), 9 (Almost sure, 90% or, 9 in 10), 8 (Very probably, 80% or, 8 in 10), 7 (Probable, 70% or, 7 in 10), 6 (Good possibility, 60% or, 6 in 10), 5 (Fairly good possibility, 50% or, 5 in 10), 4 (Fair possibility, 40% or, 4 in 10), 3 (Some possibility, 30% or, 3 in 10), 2 (Slight possibility, 20% or, 2 in 10), 1 (Very slight possibility, 10% or, 1 in 10), and 0 (No chance, almost no chance / absent, 0% or, maximum 1 in 100).

5.5.3.4 Final Testing of the Main Instruments / Questionnaires

A detailed investigation of the revised versions of the two instruments, one pertaining to '**corporate culture**' and the other on '**total organizational performance**' were carried out for this purpose. And in this process, each of these two instruments having **20 factors** or dimensions on them containing **116 and 119 items** respectively clubbed under them included reshuffling of the 20 factors or dimensions on each instrument as a pack of cards to minimize the chances of respondent's bias as also to facilitate split-half test of reliability.

Again, these two instruments were administered personally by the researcher on a '**purposive samples**' (Tull and Hawkins, 1996, p. 547)⁴ comprising of **75 corporate executives**, IT professionals from the selected six IT companies as also from some other IT companies, management and IT academicians, consultants, business journalists and some knowledgeable general public residing and working in the **National Capital Territory of Delhi**

which included **Metropolitan City of Delhi, Noida and Gurgaon** in order to get first hand information / feedback. These 'purposive samples' were quite representative in nature and were almost like an all India sample as majority of the respondents, professionals and experts hailed from different parts of the country and were residing and working in the **National Capital Region (NCR) of Delhi**. Further, these 75 sets of responses were collected and scrutinized and subjected to further testing.

5.5.3.5 Reliability and Validity of the Main Instruments

Based on the above fresh responses and results, '**Item Analysis Tests**' (Guilford, 1971, p. 417-443)¹⁰ were carried out at 0.05 level for both the instruments and having passed these tests, **116 items** were finally selected for '**corporate culture**' under **20 different factors or dimensions**; and for '**total organizational performance**' **119 items** were finally selected under **20 different factors or dimensions** for preparation of the final set of the 'Main Questionnaire' : Part-I for 'Corporate Culture' and Part-II for 'Total Organizational Performance.'

Further, the response results obtained from 75 respondents for these two sets of instruments were also tested for their reliability by using '**SPSS Statistical Package**' installed on a computer. These were checked by conducting further **reliability analysis**, firstly, at the levels of entire 'corporate culture scale' and 'total organizational performance scale'; and secondly, at the levels of each dimension of both the scales with the help of this '**SPSS Statistical Package**' installed on a computer. Besides, '**Excel's Statistical Testing Facilities**' installed on a computer was also used for **statistical analysis** wherever necessary. The reliability of both the scales, taking into account the entire two different scales, separately and independently, were checked and found to be acceptable. Also, the reliability at the level of each dimension of both the scales were separately checked and found to be acceptable.

In this process while checking the reliability, the results so obtained were found as : the internal consistency of both the scales / instruments were checked separately by applying **Cronbach Alpha Coefficient** (Guilford, 1971¹¹, p. 385; Tull and Hawkins, 1996¹², p. 316; and Saklani, 2003¹³, p. 486-488) which gave sufficiently high and acceptable results ranging from 0.72 to 0.84. And, checking the reliability of the two instruments separately while using '**Split-half Method**' (Guilford, 1971¹⁴, p. 364, 385, 460-461; Tull and Hawkins, 1996¹², p. 316; and Saklani, 2003¹³, p. 486-488) involving computer with the help of SPSS statistical package, the '**Guttman Split-half**' tests gave results in the range of 0.78 to 0.88; and the use of '**Spearman-Brown Prophecy Formula**' (Guilford, 1971¹⁵, p. 373-374; and Saklani, 2003¹³, p. 486-488) yielded results between 0.79 to 0.87, which were found to be positive and of sufficiently high values and acceptable in case of both the instruments.

And both the instruments possessed face validity, content validity as well as sampling and test validity (Tull and Hawkins, 1996¹⁶, p. 316-317; and Saklani, 2003¹⁷, p. 488-489).

Above different reliability analysis and their results obtained in the case of both the instruments were found to be acceptable, reliable and dependable enough to accept these two instruments to provide basis for constructing the final set of the "**Main Questionnaire**". The questionnaire set for this study was finalized as : **Questionnaire's Part-I : "Corporate Culture"**, and **Questionnaire's Part-II : "Total Organizational Performance"** (exhibited as per '**Annexure – C**').

5.5.3.6 The Universe for the Study

While deciding about the universe or population for this study which is about 'corporate culture' and 'total organization performance concerning six leading Indian IT companies, the nature of the problems and the width and depth of the requirements for this specific and specialized study were kept in mind. Hence, it was decided with the help of three referees to go for 'purposive

samples' (Tull and Hawkins, 1996, p. 547)⁴ and select the required number of IT professionals from the six selected IT companies as also from other IT companies, corporate executives, IT and management experts, consultants, business reporters / journalists, academicians in IT and management fields, IT users, service providers and some knowledgeable general public from National Capital Region (NCR) of Delhi which comprises of Metropolitan City of Delhi, Gurgaon and Noida as also some known professionals in these categories residing in cities like Bangalore, Mumbai, Chennai, Pune, Ahmedabad and Hyderabad which happen to be IT hubs of India in order to make it more representative. It was also decided to contact such people residing outside National Capital Region of Delhi through e-mails and postal services.

5.5.3.7 Sample Size Determined and Sampling Method Adopted

The present study included in-depth of "Corporate Culture" and "Total Organizational Performance" of six leading Indian IT companies. The 'Main Questionnaire' set, divided in two parts and having **20 factors or dimensions** on each, contained **total 40 factors**, dimensions or questions. And the total response cells for **6 IT companies** on the 'questionnaire set', thus, generated **240 response cells** (Tull and Hawkins, 1996, p.567-568)¹⁸.

Considering the limitations of time and resources, and six IT companies to be studied and evaluated on two major parameters independently, it was decided with the help of three referees to arrive at the optimum number of samples (respondents) for each company, which should have satisfied all the statistical requirements for further testing of the responses / results and at the same time, it should have taken care of the limitations of time and resources. Hence, having gone through a series of studies on the topic, it was thought to have a sample size of **minimum 30** for each cell which was large enough for '**t-distribution**' analysis and also taking care of minimum requirements for a '**normal – distribution**' analysis (Levin, 1989¹⁹, p. 342-348; Tull and Hawkins, 1996²⁰, 567-568; and Venkatachalam, 1970²¹, p. 107-108).

And to take care of a few possible mistakes and ambiguous responses while carrying out the final field survey with the help of the 'questionnaire-set', it was also decided to include **5 extra samples** for each company and thereby, making it minimum **35 samples** for each of the six selected IT companies. Thus, the final figure of total samples became **210 minimum** and **sampling method used** in the study was '**purposive sampling**' (Tull and Hawkins, 1996²², p. 547-548), as the present study happens to be a specialized study related to the 'Corporate Culture' and 'Total Organizational Performance' of six selected leading Indian IT companies.

The main reason behind going in for a '**purposive sample**' (Tull and Hawkins, 1996²², p. 547-548) for this study lies in the fact that the general public was not expected to answer IT companies' "Corporate Culture" related questions nor their 'Total Organizational Performance' related questions. Also, the IT industry is itself a specialized industry and differs from consumer goods industry or companies about which even general public are found to be aware to some extent about such companies' cultures, management practices and performances through advertisements, media and various other sources, unlike these IT companies operating mainly in the global markets. Hence, the decision for a '**purposive sample**' for this study as discussed earlier in this chapter.

5.5.3.8 Weightage Questionnaire

The next logical steps related to the main instruments or questionnaire for the present study which was already finalized and constructed in two parts and passed through various reliability tests and considered valid and acceptable was completed in all respects but for the allotment of individual weightage points to each of the 20 factors or dimensions finalized for each instruments.

Going through the '**Research Model**' (exhibited as per '**Annexure-B**'), it is evident that part-I of the main questionnaire on 'corporate culture' containing 20 factors or dimensions or questions on it was to be given a total of 100 points, and these 100 points were to be distributed among those 20 factors or questions

judiciously and optimally based on the relative importance of the individual factors or questions when considered in totality and some valid and acceptable method was to be adopted to achieve this objective.

Similarly, the 20 factors or dimensions or questions appearing on the part – II of the main questionnaire on 'total organizational performance', were also to be allotted a total of 100 points based on the relative importance of each question or factor while considering in totality for this part of the questionnaire.

This was again decided with the help of the three referees to use those two proven instruments with little bit changes for this purpose, such as, replacing the 11-points of the Juster Scale by a simple tabular graphic containing the numbers of grouped items on it in a specific box and making a separate rectangular box for allotment of weightage points for each factor, dimension or question by the respondents and again going in for a 'purposive sample' (Tull and Hawkins, 1996²², p. 547-548) to generate a minimum of 30 valid responses which would have satisfied all the statistical testing requirements as discussed earlier in this chapter (Levin, 1989¹⁹, p. 342-348; Tull and Hawkins, 1996²⁰, 567-568; and Venkatachalam, 1970²¹, p. 107-108).

Thereby asking the purposely selected 35 numbers of respondents (keeping 5 extra numbers of respondents to take care of any ambiguous or incomplete response) to go through both the sets of questionnaires, go through all the 20 factors or dimensions appearing on each and after a careful thought, and having gone through the items or aspects which were grouped to form such factors or questions, and based on the relative importance of each individual factor or question in the context of all the 20 factors appearing on each part of instrument or questionnaire, and finally to give group weightage to each factor judiciously and optimally and to distribute 100 points for 20 different factors appearing on each part of the 'weightage questionnaire'.

And, the 'purposive samples' (Tull and Hawkins, 1996²², p. 547-548) or respondents required for this purpose were earmarked as 35 knowledgeable

people from different backgrounds such as corporate executives, IT professionals, academicians from social science and management fields, HR consultants, corporate watchers and some senior executives from the six selected IT companies whose offices and development centers were located in the National Capital Region of Delhi (NCR), Gurgaon and Noida.

Having decided the modalities for this part of study, the new printed sets of instruments named as '**Weightage Questionnaire**' of which **Part – I** contained **20 numbers** of '**Corporate Culture**' factors and **Part – II** contained again **20 numbers** of '**Total Organizational Performance**' factors (the '**questionnaire set**' exhibited as per '**Annexure-D**') were personally administered by the researcher on **35 selected purposive respondents** falling in the stated category, and residing and working in the National Capital Region of Delhi, Gurgaon and Noida. These respondents were given adequate time for this exercise, to ponder over the objectives and methodology of this exercise and then come out with their responses i.e. allotting weightage points to each factor or question appearing on each part of the questionnaire by writing them in the appropriate boxes provided on the '**weightage questionnaire**' designed for this purpose. The duly completed questionnaires were collected and the respondents' views were also sought.

Finally, these 35 responses in two sets, one for the 'corporate culture' and the other for company's 'total organizational performance', were preliminarily scrutinized, processed and **30 responses completed in all respects** were finally selected for further processing and subjected to various statistical tests with the help of '**SPSS Statistical Package**' installed on a computer and at the same time '**Excels**' **Statistical Testing Facilities**' available on computer were also used wherever necessary to test them.

These statistical tests mainly included, firstly, '**Student t-test**' (Levin, 1989²³, p. 342-346; Tull and Hawkins, 1996²⁴, p.634; Venkatachalam, 1970²⁵, p. 107-110; and Elhance, 1983²⁶, p. 798-803) to check the actual and observed

means and the **values of 't' at 0.05 significance levels** which were found to be within acceptable limits; secondly, the response data were also subjected to '**Analysis of Variance' (ANOVA)** : (Levin, 1989²⁷, p. 463-467; Tull and Hawkins, 1996²⁸, p.640-642; Venkatachalam, 1970²⁹, p. 123-125; Elhance, 1983³⁰, p. 824-825; and Kothari, 1994³¹, p. 302-304) test to check the variances '**between**' and '**within**' the set of data / samples, and the values of '**F-Ratios**'(Levin, 1989³², p. 468-473; Tull and Hawkins, 1996³³, p.643-644; Venkatachalam, 1970³⁴, p. 127-128; Elhance, 1983³⁵, p. 826-830; and Kothari, 1994³⁶, p. 302, 305) generated while testing the data on computer, were also found to be within acceptable limit at 0.05 level of significance. Some more statistical tests were also carried out on the computer using the above said 'statistical packages and facilities' where ever possible and only acceptable results at the **0.05 significance level** were finally selected for further use in this study.

Thus, the results of 30 responses completed in all respects and also found acceptable during the various statistical analysis and tests carried out on computer with the help of stated statistical packages and aids, were finally selected and incorporated in the '**Main Questionnaire / Instrument**' (exhibited as per '**Annexure – C**') constructed for this study. The final results of the '**Weightage Questionnaire**' are presented in a tabular form and exhibited as per '**Annexure – H**' containing '**Table-III**' where as the detailed results obtained while conducting the survey are presented in tabular forms and exhibited as per '**Annexure-K.1**' containing '**Table-VII**' (**Corporate Culture**) and '**Annexure-K.2**' containing '**Table-VIII**' (**Total Organisational Performance**).

5.5.3.9 Finalization of the Main Questionnaire

A set of two well designed instruments making the '**Main Questionnaire**' set, **Part-I** for '**Corporate Culture**' and **Part-II** for '**Total Organizational Performance**' (exhibited as per '**Annexure-C**'), and having undergone two successive testing and reliability analysis viz. '**Pre-Testing**' and '**Final Testing**' on the basis of data obtained during field surveys and with the help of various



statistical techniques such as '**Item Analysis**' (Guilford, 1971, p. 417-443)¹⁰ and further testings with the help of '**SPSS Statistical Package**' as well as '**Excel's Statistical Testing Facilities**' installed on a computer, were duly finalized and accepted as discussed in preceding paragraphs.

And, the individual weightage of each of the **20 factors, dimensions or questions** appearing on '**Questionnaire's Part-I and Part-II**' were determined in the second round of the study aimed at determination of factor's or question's individual weightage. This part of the study was also completed and the results were checked with the help of '**SPSS Statistical Package**' and '**Excel's Statistical Testing Facilities**' installed on a computer. Various statistical tools and techniques were used as explained earlier, and the **final weightage** so obtained were put in a tabular form for further use in course of this study (exhibited as per '**Annexure – H**' containing '**Table-III**').

Further, the weightage of individual factors or dimensions or questions obtained as above were incorporated in the initial set of '**Main Questionnaire / Instruments**', Part-I for '**Corporate Culture**' and Part-II for '**Total Organizational Performance**'. And, each of the 20 questions or factors appearing on Part – I of the '**Main Questionnaire**', were having their individual weightage which totalled to be 100. Similarly, on Part – II of the '**Main Questionnaire**', individual weightage to each question / factor were allotted which again totalled to be 100.

And, as already discussed earlier, the gradation on the '**11-point non-comparative Juster Scale**', ranging from non-existent (0), 1 (least) to 10 (most, 100%) as in some other studies (Tull and Hawkins, 1996⁵, and Westbrook, 1980⁹), which was accepted as the '**Mode of Measuring Technique** for Part-I and Part-II of the '**Main Questionnaire**' were finalized on the basis of various past studies by various researchers (Gendall, Esslemont and Day, 1991⁷, p. 257-263, Tull and Hawkins, 1996⁵, p. 374-378 and Westbrook, 1980⁹, p. 69.). Also, the gradation on the '**11-point Juster Scale**' was easily be convertible into a percentage scale.

Thus, as discussed earlier in this chapter, the final scale and its gradation were finalized as : 10 (Certain, practically certain / maximum extent, 100% or, 99 in 100), 9 (Almost sure, 90% or, 9 in 10), 8 (Very probably, 80% or, 8 in 10), 7 (Probable, 70% or, 7 in 10), 6 (Good possibility, 60% or, 6 in 10), 5 (Fairly good possibility, 50% or, 5 in 10), 4 (Fair possibility, 40% or, 4 in 10), 3 (Some possibility, 30% or, 3 in 10), 2 (Slight possibility, 20% or, 2 in 10), 1 (Very slight possibility, 10% or, 1 in 10), and 0 (No chance, almost no chance / absent, 0% or, maximum 1 in 100).

Now, the complete set of the '**Main Questionnaire**' divided into two parts viz. 'Part-I' and 'Part-II' was ready in all respects. And, printed 'final sets of main questionnaire' (exhibited as per '**Annexure – C**') were administered by the researchers to a total of 210 people ('purposive sample') in the National Capital Territory of Delhi and responses were collected as stated earlier and were subjected to further scrutiny, processing and final analysis in order to fulfill the objectives of this study.

5.5.3.10 Company's Performance Level Classification

The last part of the 'Research Design' included preparation of an instrument to arrive at 'companies' performance levels classification' i.e. to classify the performance levels of the six selected leading Indian IT companies in different classes as also to ascertain and categorize their respective performance strengths and establish an hierarchy of these six companies on these counts. The instrument or questionnaire designed for this purpose was simple one. It was aimed at establishing various performance level ranges for classification of the six IT companies under different categories – from excellent, very strong, strong, positive, average and weak as also to decide the acceptable / unacceptable levels of the performance of these companies.

This performance-level classification was to be used at the stage of data processing of the results of the 'main questionnaire', to finally put those companies under different categories based on the final out come of the 'Main

Questionnaire's, Part-I for company's 'Corporate Culture' and Part-II for their 'Total Organizational Performance' levels. And thus, the final classification of the companies from excellent, very strong, strong, positive, average to weak as also which performance levels were acceptable and which one unacceptable were to be decided. The '**Questionnaire**' or '**Instrument**' so designed is presented as per '**Annexure-E**'.

The printed questionnaires for 'company's performance level classification' were simultaneously administered by the researcher while administering 'weightage questionnaire' at the second stage of field survey. Again these questionnaire were administered on 35 people falling in the category of corporate executives, IT professionals, management consultants, academicians in the fields of social science and management and also to some knowledgeable general public residing and working in the National Capital Territory of Delhi (NCT) comprising of Metropolitan City of Delhi, Gurgaon and Noida. The responses were collected and the views and opinions of the respondents were also sought.

Out of 35 responses, 30 responses completed in all respects were considered for final processing. The final outcome for 'companies performance level classification' was based on the majority of respondents choosing for a particular performance range for a particular classification as also for acceptable levels or the unacceptable ones. It was just based on majority voting for particular performance range for a particular class and the acceptable and unacceptable ones.

No need was felt for any statistical testing for these results. They were just selected on the basis of majority of the people voting for a particular range or class which is itself an accepted method in such cases like that of general election or other local elections in which majority voting decides a winning candidate and is a well accepted norm in the society. The outcome of this survey is cited in the report as '**final scores of company's performance classification**'

questionnaire' and exhibited as per '**Annexure-I**'. It was used at the final stage of data processing and companies' performance classification in different categories.

5.5.4 Collection of Primary Data

The primary data were collected by the researcher with the help of printed copies of a specially designed 'questionnaire' and having administrated them on a '**purposive sample**' of **210 people** in the **National Capital Territory (NCT) of Delhi**. It has been described in details in the following paragraphs.

5.5.4.1 Administration of Questionnaire and Collection of Data

As already stated in the beginning while discussing collection of primary data through 'main questionnaire' and in the introduction part focusing on the 'main questionnaire and its administration', altogether **210 'purposes samples'** for this study in the **National Capital Territory (NCT) of Delhi**, comprising of **Metropolitan City of Delhi, Gurgaon and Noida**, were administered the printed sets of '**Main Questionnaire**', **Part-I** on '**Corporate Culture**' and **Part-II** for '**Total Organizational Performance**', personally by the researcher and due care was taken to ensure that at least 35 respondents each responded for each of the six IT companies selected for this study.

Thus, the **210 responses** were collected by the researcher and scrutinized for their clarity and face validity. Out of **35 responses** for each company, around 4-5 responses in each case were found to be incomplete, wrongly marked or wrongly assessed. Hence, 30 responses each completed in all respects and without any ambiguity were selected for each company making it to a total of 180 completed and valid responses. These valid responses were further scrutinized, processed, individual factor or question weightage of each question appearing on both parts of the 'Main Questionnaire' were considered along with the marked scores on the '11-Point Juster Scale' by the respondents and their detailed scores were prepared in tabular forms and exhibited as per

‘Annexure-J.1’ containing ‘Tables-V : # 1 to # 20’ on ‘Corporate Culture’ and ‘Annexure-J.2’ containing ‘Tables-VI : # 1 to # 20’ on ‘Total Organisational Performance’.

Also, these scores / data were further subjected to various **statistical tests and reliability analysis** and also checked for **dependability of their results** as described under the foregoing headings and paragraphs. And, the tested, passed and accepted final data so arrived at after a series of statistical tests were compiled and prepared in tabular forms as **‘final scores of main questionnaire’** which are exhibited as per **‘Annexure-G.1’ containing ‘Table-I’** on **‘Corporate Culture’** and **‘Annexure-G.2’ containing ‘Table-II’** on **‘Total Organisational Performance’**. The various statistical tests and reliability analysis applied on the collected and scrutinized data as indicated above are discussed below.

5.5.4.2 Reliability of Data Collected

The reliability of the large amount of data collected in respect of ‘corporate culture’ and ‘total organizational performance’ of the six IT companies as presented vide ‘Annexure-J.1’ and ‘Annexure-J.2’ were checked where ever necessary mainly with the help of **‘SPSS Statistical Package’** and **‘Excel’s Statistical Testing Facilities’** installed on a computer. In principle reliability refers to the accuracy, precision and acceptable limit of variation in data collected (Guilford, 1971³⁷, p. 349, 373-388; Tull and Hawkins, 1996³⁸, p. 314-316; Kothari, 1994³⁹, p. 90-92; and Saklani, 2003⁴⁰, p. 486-487). Going by the nature of data collected, mainly two types of statistical tests were required to test these large amount of data.

Firstly, **‘Student-t-tests’**(Levin, 1989²³, p. 342-346; Tull and Hawkins, 1996²⁴, p.634; Venkatachalam, 1970²⁵, p. 107-110; and Elhance, 1983²⁶, p. 798-803) were carried out to check the actual and observed means and the values of **‘t’ at 0.05 significance level** and were found to be within acceptable limits as per the results obtained through the use of these computer based statistical

testing. Secondly, these large amount of response data were also subjected to '**Analysis of Variance**' (ANOVA) test (Levin, 1989²⁷, p. 463-467; Tull and Hawkins, 1996²⁸, p.640-642; Venkatachalam, 1970²⁹, p. 123-125; Elhance, 1983³⁰, p. 824-825; and Kothari, 1994³¹, p. 302-304) to check the variances '**between**' and '**within**' the set of data / samples and the values of '**F-Ratios**'(Levin, 1989³², p. 468-473; Tull and Hawkins, 1996³³, p.643-644; Venkatachalam, 1970³⁴, p. 127-128; Elhance, 1983³⁵, p. 826-830; and Kothari, 1994³⁶, p. 302, 305) generated while testing the data on computer were also found to be within acceptable limit at 0.05 level of significance.

Also, some more statistical tests applicable to the data obtained were additionally carried out on the computer with the help of above said **statistical testing packages / facilities** where ever possible and having found the results within acceptable limits while carrying out these statistical tests / analysis, the tested, passed and finally accepted data were compiled in tabular forms which are exhibited vide '**Annexure-G.1**' containing '**Table-I**' on '**Corporate Culture**' and '**Annexure-G.2**' containing '**Table-II**' on '**Total Organizational Performance**' which are to be further used for data interpretation and discussions on results as also using them to establish **correlation** between '**corporate culture data**' and '**total organization performance data**' as also to test and verify the various 'Hypothesis' presented under the same heading in the beginning of this chapter.

5.5.4.3 Dependability of Results

The **dependability of results** and **validity of data obtained** refers to (Guilford, 1971⁴¹, p. 354, 373-388; Tull and Hawkins, 1996⁴², p. 316-317; Kothari, 1994⁴³, p. 90-91; and Saklani, 2003⁴⁴, p. 488-489) the extent these results so obtained were reflective of the real life situations and in the present context, their ability to measure various attributes related to the topic and represent the depth and width and characteristics of 'corporate cultures' of each of the six selected IT

company separately and measure the levels of their 'total organizational performances' independently .

It was established at **three levels** : firstly, the instruments used for this study had passed all the reliability and validity tests; secondly, the obtained data / responses during field surveys also successfully passed all the required statistical tests; and finally, the final results so obtained about 'corporate cultures' and 'total organizational performance' results also tally with the various data and their respective rankings and comparisons etc. on these six IT companies' 'corporate cultures' and their 'organisational and financial performances' collected as secondary data during the course of this study. Hence, the results obtained in this manner were quite dependable and tally with the actual or real life situations.

5.5.5 Limitations of the Study

All out efforts were made during the study to give the best in the given circumstances. However, in spite of the best efforts, some limitations remained due to the factors beyond control, such as, limitations of time and financial resources, inadequate infrastructure and absence of any institutional support. Some of such limitations are cited as below :

5.5.5.1 The present study was carried out on the basis of 116 items grouped under 20 factors or dimensions for 'Corporate Culture', and 119 items again grouped under 20 factors or dimensions for 'Total Organizational Performance'. A more elaborate study on the topic might have included still more number of items grouped under more factors or dimensions in both the cases, which probably might have resulted into giving still a better picture and analysis of 'Corporate Culture' and 'Total organizational Performance' of the six IT companies under present study.

5.5.5.2 This study included detailed study and analysis of only six leading Indian IT companies having global operations and have also emerged as mega IT companies and like Indian Multinational Corporations (MNCs). They might not

now possess the general characteristics of what hundreds of medium-size Indian IT companies and thousands of small size such Indian IT companies still possess. A series of such studies conducted on all the three different categories of companies, such as, 'Mega IT Corporations', 'Medium IT Companies' and 'Small-size IT Companies' with more number of companies in each category would certainly have wider coverage in width and depth and might still give better and finer results.

5.5.5.3 And, on the history part of Indian IT Industry, a series of studies and more work in width and depth are required to chronicle the history of Indian IT industry from its origin, growth, development and up to the present day, to present a comprehensive view of Indian IT Industry and its contributions towards the development of world IT Industry.

5.5.5.4 Also, a comprehensive chronicle of Indians working in the US, Canada, Europe and elsewhere in the world in IT Industry, their contributions towards world IT Industry as also their impacts on and contributions towards Indian IT industry would certainly give an elaborate and finer picture of the same than what the researcher have been able to gather and present in the present study due to the various constraints.

5.5.5.5 There is a need to give more coverage and higher weightage to the 'other stakeholders', such as, business associates, service providers, suppliers, environment, ecology, community, society, etc. and companies to adhere more to the concept of 'partners in progress' (other than the usual stakeholders considered by the companies, such as, customers, shareholders and employees) while considering and implementing the concept of 'Total Organizational Performance' (T.O.P.) to give it a wider perspective.

5.5.5.6 The new concept of 'Total Organizational Performance' (T.O.P.) needs to be tested on more number of companies covering more types of industries to test it comprehensively and understand its real worth. It has got all the features and possibilities to become universally acceptable management techniques like

TQM, TPM and Quality Circles and the likes and probably with much wider applications and universal appeal.

5.5.5.7 The study was mainly carried out in the National Capital Territory of Delhi comprising to Metropolitan City of Delhi, Noida and Gurgaon. Although the 'purposive samples' selected for this study hailed from all parts of the country and were large in numbers and may be treated as fairly representative. But a nation wide survey and study on this topic with much larger samples might still give better results and finer picture of the solutions so obtained in this study.

5.5.6 Scope of Further Study

The limitations of the study as cited above, itself speak a lot of the scope of further study. However, to be specific on this count, the scope of further study exists as below :

5.5.6.1 More detailed and specific studies in the context of 'Corporate Culture' and 'Total Organizational Performance' (T.O.P.) may be carried out for more number of companies and all types of industries in Indian environment with much wider geographical coverage in order to strengthen the 'Hypothesis' and further verify the outcomes of this study.

5.5.6.2 On similar pattern, more detailed study on Indian IT industry covering more IT companies of different sizes and located in different parts of the country should also be carried out with more focus on their 'corporate culture' and 'total organizational performance' and establishing correlation between these two and to further verify the 'Hypothesis' and the outcomes of this study.

5.5.6.3 In fact, a series of specific studies on Indian IT industries should be carried out separately in three different categories, such as, 'Mega IT Corporations', 'Medium-size IT Companies' and 'Small IT Firms' with major focus on their 'Corporate Culture' and 'Total Organizational Performance' (T.O.P.) and establishing correlations between these two for all three categories of companies and making comparison among themselves and establishing correlations

between them on various counts and where ever possible in order to get elaborate and finer pictures of the same.

5.5.6.4 The new concept of 'Total Organizational Performance' (T.O.P.) may be tested and verified while caring out above cited comprehensive studies.

5.5.6.5 A detailed history of Indian IT Industry from its origin, growth, development and up to the present day may be chronicled to present the history of Indian IT industry in a comprehensive way.

5.5.6.6 The contributions of Indians working in IT industry world wide, especially in the U.S., Canada, Europe, Japan and other parts of the world as also their impacts on and contributions towards Indian IT industry should be chronicled in details.

5.5.6.7 Last but not the least, the further studies in these areas as suggested above, should be carried out on national or country wide basis to make such studies more representative.

5.5.7 Difficulties Faced by the Researcher

The difficulties faced by the researcher during this study were many and on different counts. Some of them are presented as below :

5.5.7.1 The available literature on 'Corporate Culture' and 'Corporate or Organizational Performance' were mainly based on studies of various U.S. based corporations and some European companies and that too about the general or conventional categories of Industries / companies an non of them were related to IT Industry in particular.

5.5.7.2 On 'Organizational or Corporate Performance' count, most of the above studies mainly represented 'financial performance' of the companies and nothing more. Only few researchers / writers talked about social performance or environmental responsiveness. None talked about the 'Total Organizational Performance' (T.O.P.) and very few touched upon the concerns for other

stakeholders. Hence, the paucity of relevant literature on these two related topics in the context of IT companies / industry proved to be the big impediment in carrying out the study.

5.5.7.3 As the concept of 'Total Organizational Performance' (T.O.P.) is new one and which is going to be one of the most important feature or contribution of this study, this new management concept was developed by the researcher and tested and verified with the help of primary data generated during the study. Non availability of past research work or data concerning this new concept was also a major constraint as well as an opportunity for this study to find out some thing new and establish the same for the benefit of companies, industries and management as a whole.

5.5.7.4 Also, as the general case with developing countries as also for India, no basic research work in India on the topic of 'Corporate Culture' or 'Organizational Performance' related to IT industry in India was traceable any where. Some literature / books of Indian origin available on 'Corporate Culture' and 'Organizational Performance' related to general category of companies / industry were found grossly insufficient. This was one if the major constraints of the study.

5.5.7.5 And finally, the limitations of time and financial resources as well as inadequate infrastructure and absence of any official or institutional support were also the major constraints encountered during the course of this study.

5.5.7.6 Thus, due to above mentioned limitations of time and financial constraints, the study was mainly conducted in and around Delhi. No specific trips of outside places could be undertaken to cover wider geographical regions for the purpose of this research study. However, all out efforts were made by the researcher to make the study more representative in nature by including more and more people / respondents from other parts of the country as part of the 'purposive sample', who were working and residing in the National Capital Territory of Delhi.

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CHAPTER-VI

TABULATION, ANALYSIS AND INTERPRETATION OF DATA

CHAPTER-VI : TABULATION, ANALYSIS AND INTERPRETATION OF DATA

"Do not guess when you can calculate, Do not calculate, when you can measure."

- - Archimedes

6.0 Introduction

The present research study is based on a logical and scientifically designed '**Research Model**' and three sets of '**Questionnaires**' to collect the 'primary data' to fulfill the research requirements. They can be explained in four steps as : first, '**research model**' forming the basis of this research work and testing of the hypotheses; second, '**main questionnaire**' to elicit data related to 'corporate culture' and 'total organizational performance' of 'six selected Indian IT companies'; third, '**weightage questionnaire**' for ascertaining weightage of individual dimensions or questions of the 'main questionnaire'; and fourth, '**company's performance level classification questionnaire**' to suitably classify each of the six selected Indian IT companies in different classes / categories based on their individual performance levels. For this purpose, a total of **280 'purposive samples'** residing and working in the **National Capital Territory (NCT) of Delhi, Gurgaon and Noida** were personally contacted by the researcher and different sets of questionnaires were administered on them in different phases of the study to elicit information / primary data required for this research work which has been described in details in the previous chapter on '**Research Methodology**' (chapter-V).

And, prior to this, **145** other '**purposive samples**' were also personally contacted by the researcher in two phases in the same geographical region along with printed questionnaires during the stage of scales and instruments development for the collection of primary data which is also described in details in the previous chapter.

The various types and large amount of primary data so collected at data collection stage of the research work were later scrutinized, processed, statistically tested with the help of various data analysis methods and statistical testing facilities and packages installed on a computer. And after finding them acceptable and reliable enough for this purpose on the basis test results, as described in the previous chapter under appropriate headings (chapter-V), these data were tabulated, systematically compiled and presented in various tabular forms for data interpretation and further use in the research work in the light of **research problems** and the '**hypothesis**'.

6.1 Tabulation and Presentation of the 'Primary Data'

The detailed data collected while administering the '*Main Questionnaire*' were scrutinized, processed and presented in tabular forms and assembled in two sets of broad tables : First, Tables–V (# 1 to # 20) : Questionnaire Response : Part-I : Corporate Culture : C.U.C. (Annexure–J.1); and second, Tables–VI (# 1 to # 20) : Questionnaire Response : Part-II : Total Organisational Performance : T.O.P. (Annexure–J.2). And, the final scores of the '*Main Questionnaire*' were further processed and presented again in tabular forms in two condensed tables - such as : First, Table-I : Final Scores of Main Questionnaire – Part-I : Corporate Culture - C.U.C. Block's Scores (Annexure-G.1); and second, Table-II : Final Scores of Main Questionnaire – Part-II : Corporate Performance Scores (Block-I to Block-VI) : (Annexure-G.2).

The final data of the '*Weightage Questionnaire*' were processed and presented in tabular form as : Table-III : Final Scores of Weightage Questionnaire : Part-I and Part-I (Annexure-H); and also prior to this the detailed data pertaining to this set of questionnaire were processed and presented in tabular forms, in two tables - such as : First, Table–VII : Weightage Questionnaire Response : Part-I : Corporate Culture : C.U.C. (Annexure–K.1); and second, Table–VIII : Weightage Questionnaire Response : Part-II : Total Organisational Performance : T.O.P. (Annexure–K.2).

And, similarly the final data pertaining to the third questionnaire in this series i.e. 'Company's Performance Classification Questionnaire' were also processed and presented in tabular form as : Table-IV : Final Scores of Company's Performance Classification Questionnaire (Annexure-I).

6.1.1 Tabulation of Data as per 'Research Model'

The primary data collected, processed and presented as above in the basic formats / tables were also tabulated as per 'Research Model's Contents Table's' requirements : Table-IX (Annexure-L); and were further presented in different tables – such as : First, Table-X : Corporate Culture : C.U.C. Scores (Annexure-M.1); second, Table-XI : Corporates' Segmental Performance : C.S.P.-I to C.S.P.-VI (Annexure-M.2); and third, Table-XII : Total Organisational Performance : T.O.P. or, C.O.P. (Annexure-M.3).

6.1.2 Tabulation of Data to Facilitate Data Interpretation as per 'Research Model'

Further, the primary data were also presented in various tabular forms to facilitate data interpretation as per the 'Research Model' and the 'Hypotheses' enunciated in the previous chapter on 'Research Methodology'. The further presentation of the basic data includes : First, Table-XIII : Comparing C.U.C. and T.O.P. Values / Index (Annexure-N.1); second, Table-XIV : Formulation of C.C.T.O.P. Index (Annexure-N.2); third, Table-XV : Establishing Correlations Between – C.U.C. and T.O.P. (Annexure-N.3); fourth, Table-XVI : Ranking of the Companies by Corporates' Cultural Strengths : C.U.C. (Annexure-N.4); fifth, Table-XVII : Ranking of the Companies by Total Organizational Performance : T.O.P. (Annexure-N.5); sixth, Table-XVIII : Ranking by the 'Twin Ratio' – Z^{CUC} : Z^{TOP} - (C.C.T.O.P.) : (Annexure-N.6); and seventh, Table-XIX : Analysis of Correlations between Corporate Cultures and their Total Organisational Performance (Annexure-N.7).

6.2 Analysis of the 'Primary Data'

Well accepted and established 'Data Analysis Methods' were used for 'statistical testing' of various types and large amount of 'primary data' collected for this research study as described in the previous chapter on 'Research Methodology' under appropriate headings, and the reliability of data collected were also ensured before their final acceptance and tabulation for the purpose of the research study.

Also, while analyzing and testing the 'primary data', 'SPSS Statistical Package' and 'Excel's Statistical Testing Facilities' installed on a computer were used wherever necessary. And, in this data analysis exercises, the tested and passed data after ensuring the dependability of their results were finally accepted as the basis of this research study. These data were then compiled in various tabular forms for data interpretation and further use in the research study as explained above in this chapter and also in the previous chapter under appropriate headings.

6.3 Interpretation of the Data Collected Through 'Questionnaires'

The first step in interpretation of the data collected involves the interpretation of the so collected basic data strictly as per the 'main questionnaire' which is itself divided into two parts. The second step involves interpretation of the data collected while administering the 'weightage questionnaire' which is again divided into two parts. And, the last step in this series pertains to the data interpretation of the data collected while administering the 'company's performance classification questionnaire'.

6.3.1 Interpretation of the Data Collected Through the 'Main Questionnaire'

The data collected while administering the 'Main Questionnaire' (Annexure-C) were first processed and detailed data presented in two tables, one

for 'corporate culture' (Table-V) and the other for 'total organizational performance' (Table-VI). It includes responses about six selected Indian IT companies and thirty correct responses in case of each company for every question of both parts of the 'main questionnaire' making it total 180 correct responses.

The above detailed data were further processed resulting into the final condensed data that were again presented in two tables, Table-I for 'corporate culture' and Table-II for 'total organizational performance'. Hence, the data interpretation related to the 'main questionnaire' is being carried out in two stages, stage-I for the detailed data (Tables-V and VI) and stage-II for the final data (Tables-I and II) under the foregoing headings and paragraphs.

Stage-I

6.3.1.1 Interpretation of the Detailed Data : 'Corporate Culture' (Table-V)

'Corporate Culture' - (Elements / Factors) : (C.U.C.)

Q. No. # 1. : Business Environment - (Domestic / Local and Regional / Global)

(Technological, economic, products, competition, customers, markets, knowledge workers, investors, political, government, bureaucracy, infrastructures etc.)
- (Weightage - 6 Points)

On 'business environment' count, in case of **Infosys** 20 respondents (66.67%) out of a sample size of 30 marked on 10 (maximum, 100%) on the 11-Point Juster Scale, two small lots of 5 people each (16.67%) opted for scale point 9 (90%) and scale point 8 (80%) respectively. And, the overall score on this count at a weightage point of 6 for this question in respect of Infosys came to be 5.70 (95%).

In case of **Wipro**, 21 respondents (70%) tick marked 10 (maximum, 100%) on the Juster scale, 5 people (16.67%) chose scale point 9 (90%) and the rest 4 respondents (13.33%) went for scale-point 8 (80%). And, the overall score

on this count came to be 5.74 points (95.67%) at the above mentioned weightage point of 6.

For **TCS**, 6 respondents (20%) decided scale point 10 (maximum, 100%), 12 people (40%) tick marked scale point 9 (90%), and the balance 12 purposive samples (40%) preferred scale point 8 (80%) for business environment factor; and the overall score was calculated as 5.28 points (88%).

Out of 30 respondents in case of **Satyam Computer**, 8 people (26.67%) went for scale point 8 (80%), the majority of respondents 16 in numbers (53.33%) selected scale point 7 (70%) and the balance 6 people opted for scale point 6 (60%) as their choice; and the overall score was calculated as 4.24 score points signifying (70.66%) for this cultural dimension in respect of the company.

The response result for **HCL Technologies** on this cultural factor was as : 2 respondents (6.67%) gave their choice for scale point 8 (80%), 6 people (20%) opined at scale point 7 (70%) and the majority of the people numbering 22 (73.33%) opted for scale point 6 (60%) as their choice; and the total score for this cultural factor was calculated as 3.80 points (63.33%) in this case.

And, in case of **NIIT** on business environment count, a small number of 3 respondents (10%) chose scale point 8 (80%), 7 people (23.33%) selected scale point 7 (70%) as their right choice and the majority comprising of 20 purposive samples (66.67%) ticked at scale point 6 (60%) as the correct answer to the question; and the final score in the case of NIIT came to be 3.86 points (64.33%).

Q. No. # 2. : The Visionary Hero(es) / The Business Leader(s) / The Institution Builder(s).

(Their vision, stature, personality, strengths, conviction and beliefs in – shaping the values, image and culture of the organization, and striving for long term major performances.) - (Weightage - 10 Points)

In case of **Infosys** on above cultural element, the majority of respondents numbering 20 (66.67%) chose scale point 10 (maximum, 100%), another 7 people (23.33%) opined at point 9 (90%), and the balance 3 (10%) respondents

went for scale point 8 (80%); and the final score at 10 weightage points for this factor was calculated to be 9.57 points (95.70%).

Wipro's corporate heroes / leaders could attract 19 respondents (63.33%) at scale point 10 (maximum, 100%), another lot of 7 people (23.33%) opined at point 9 (90%) and the balance 4 purposive samples (13.33%) went for scale point 8 (80%) on this count; and the final score for this question considering all the responses together was calculated as 9.50 points (95%) in this case.

TCS attracted 5 people (16.67%) each at scale point 10 (maximum, 100%) and point 9 (90%), and the majority of respondents 20 in numbers (66.67%) opined at scale point 8 (80%) for this cultural factor. And, the overall response score was calculated as 8.5 score points (85%) at the above mentioned weightage.

In case of **Satyam Computer**, a small lot of 2 people (6.67%) opined at scale point 8 (80%), other 5 people (16.67%) opted for scale point 7 (70%) as their choice and the majority of respondents numbering 23 (76.67%) chose scale point 6 (60%) on this count. The overall final score of all the responses was calculated to be 6.30 points (63%) for this question / cultural factor for Satyam.

A small number of 3 people (10%) selected scale point 8 (80%) as their choice in case of **HCL Technologies**, other 10 people (33.33%) chose point 7 (70%) on this count and the rest 17 respondents (56.67%) forming the majority group arrived at scale point 6 (60%) as their choice for HCL Technologies on this count. Further, the overall score points in this case was calculated as 6.53 points (65.30%) for this question.

And, only 1 respondents (3.33%) chose scale point 8 (80%) on this count for **NIIT**, 10 people (33.33%) ticked at point 7 (70%) and the balance 19 respondents (63.33%) also forming the majority group opted for scale point 6 (60%); and the overall score points for this cultural element was calculated as 6.40 points (64%) for NIIT.

Q. No. # 3. : The Corporate Mantras – The Mission, Philosophy and Vision.

(The stated mission, philosophy and vision and their impacts on corporate's life and long term performances.) - (Weightage - 6 Points)

The corporate mantras including the mission, philosophy and vision of **Infosys** attracted the majority respondents numbering 23 (76.67%) at scale point 10 signifying (maximum, 100%), 4 people (13.33%) went for point 9 (90%) and the balance 3 respondents (10%) chose scale point 8 (80%) on this count. The overall impact of all the responses for this question was later calculated as 5.8 points (96.67%) at the previously arrived weightage points of 6 for this question.

Wipro on this count attracted the majority of respondents numbering 21 (70%) at scale point 10 (maximum, 100%), 4 people (13.33%) chose point 9 (90%) and the balance 5 persons (16.67%) went for point 8 (80%) on the Juster scale. The overall score for this question at the given weightage points was calculated as 5.72 points signifying (95.33%) in this case.

TCS could attract 7 people (23.33%) at scale point 9 (90%), the majority of respondents 19 in numbers (63.33%) opined at point 8 (80%) and the rest 4 people (13.33%) went for point 7 (70%) on the scale. And, the overall score at the pre arrived weightage points was calculated as 4.86 points (81%).

For **Satyam Computer**, 8 respondents (26.67%) selected scale point 7 (70%), the majority group numbering 21 (70%) converged at point 6 (60%) on the scale and the balance 1 person (3.33%) chose point 5 (50%) on the scale for this cultural dimension. The overall score points in this case was calculated as 3.74 points (62.33%).

HCL Technologies on corporate mantras' count could attract only 2 people (6.67%) to put it on the scale point 8 (80%), other 2 respondents (6.67%) placed it on scale point 7 (70%) and the majority of the purposive samples numbering 26 (86.67%) tick marked at point 6 (60%) as the appropriate rating for the company for this cultural dimension; and the overall score points on this count was calculated as 3.72 points (62%) for HCL.

And, 5 people (16.67%) placed **NIIT** on the scale point 7 (70%) on this cultural factor, the majority of respondents 23 in numbers (76.67%) converged at point 6 (60%) and the balance 2 persons (6.67%) opted for point 5 (50%) on the Juster scale; and the overall score points for NIIT was calculated as 3.66 points (61%) in this case.

Q. No. # 4. : The 'Core Values' / 'Key Beliefs', The 'Shared Values' and Behaviours .

(Corporate's key beliefs, 'core values', 'shared values', shaped behaviours, customs, traditions, the rites and the rituals, group harmony, team building, commitments, hard work, integrity, reputation, pride etc.)

- (Weightage - 6 Points)

On core values, corporate behaviours, traditions etc. counts, in case of **Infosys** 21 respondents (70%) out of a sample size of 30 marked on 10 (maximum, 100%) on the 11-Point Juster scale, 3 people (10%) opted for scale point 9 (90%) and the rest 6 persons (20%) chose scale point 8 (80%). And, the overall score in this case at a weightage point of 6 for this cultural factor in respect of Infosys came to be 5.70 (95%).

In case of **Wipro**, 20 respondents (66.67%) tick marked 10 (maximum, 100%) on the Juster scale, 3 people (10%) chose scale point 9 (90%) and the rest 7 respondents (23.33%) converged at scale-point 8 (80%). And, the overall score on this count came to be 5.65 points (94.17%) at the above mentioned weightage point of 6.

For **TCS**, 4 respondents (13.33%) decided scale point 10 (maximum, 100%), 2 people (6.67%) tick marked scale point 9 (90%), the majority of respondents numbering 20 (66.67%) converged at scale point 8 (80%) and the balance 4 purposive samples (13.33%) preferred scale point 7 (70%) for this factor; and the overall score was calculated as 4.92 points (82%) in this case.

Out of 30 respondents in case of **Satyam Computer**, only 2 people (6.67%) went for scale point 8 (80%), other 6 persons selected point 7 (70%) as

their right choice and the majority of respondents 22 in numbers (73.33%) selected scale point 6 (60%) as their choice; and the overall score was calculated as 3.80 score points signifying (63.33%) for this cultural dimension in respect of Satyam.

The response results for **HCL Technologies** on this cultural factor included 3 persons (10%) giving their choice for scale point 8 (80%), 5 people (16.67%) opting for scale point 7 (70%), the majority of the respondents numbering 18 (60%) choosing scale point 6 (60%) and the rest 4 persons (13.33%) sticking to scale point 5 (50%) as their choice; and the total score for this cultural factor was calculated as 3.73 points (62.17%) in this case.

And, in case of **NIIT** on this count, a small number of 3 respondents (10%) chose scale point 8 (80%), 4 people (13.33%) selected scale point 7 (70%) as their right choice, the majority comprising of 18 purposive samples (60%) ticked at scale point 6 (60%) and the balance 5 people (16.67%) went for scale point 5 (50%) as the correct answer to the question; and the final score in the case of NIIT came to be 3.70 points (61.67%).

Q. No. # 5. : A Scientific and Technological way of Life and Thinking.

(New ideas, innovations, quick absorption / adaptation, thrust on R & D and always getting ahead – in the fiercely competitive and fast changing world.)
- (Weightage - 4 Points)

In case of **Infosys** on above cultural element, the majority of respondents numbering 19 (63.33%) chose scale point 10 (maximum, 100%), another 5 people (16.67%) opined at point 9 (90%), and the balance 6 respondents (20%) went for scale point 8 (80%); and the final score at 4 weightage points for this factor was calculated to be 3.77 points (94.25%).

Wipro's scientific and technological ways of life and thinking could attract the majority of respondents numbering 20 (66.67%) at scale point 10 (maximum, 100%), a small lot of 2 people (6.67%) opined at point 9 (90%) and the balance 8 purposive samples (26.67%) went for scale point 8 (80%) on this count; and the

final score for this question considering all the responses together was calculated as 3.76 points (94%) in this case.

TCS attracted 6 people (20%) at scale point 9 (90%), the majority of respondents 19 in numbers (63.33%) arrived at point 8 (80%) and the balance 5 persons (16.67%) opined at scale point 7 (70%) for this cultural factor. And, the overall response score was calculated as 3.21 points (80.25%) at the above mentioned weightage.

In case of **Satyam Computer**, a small lot of 2 people (6.67%) opined at scale point 8 (80%), other 5 people (16.67%) opted for scale point 7 (70%) as their choice and the majority of respondents numbering 23 (76.67%) chose scale point 6 (60%) on this count. The overall final score of all the responses was calculated to be 2.52 points (63%) for this question / cultural factor for Satyam.

A sample lot of 11 people (36.67%) selected scale point 8 (80%) as their choice in case of **HCL Technologies**, the majority others 14 in numbers (46.67%) chose point 7 (70%) on this count and the rest 5 respondents (16.67%) arrived at scale point 6 (60%) as their choice for HCL Technologies on this count. Further, the overall score points in this case was calculated as 2.88 points (72%) for this question.

And, 3 respondents (10%) chose scale point 8 (80%) on this count for **NIIT**, 6 people (20%) ticked at point 7 (70%), the majority of 19 respondents (63.33%) opted for scale point 6 (60%) and the remaining 2 people (6.67%) selected scale point 5 (50%) as their choice; and the overall score points for this cultural element was calculated as 2.53 points (63.25%) for NIIT.

Q. No. # 6. : Communication, Openness, Trust, Freedom and Democratic Norms.

(The culture of openness, effective internal and external communications, information and knowledge sharing, trust , freedom and democratic norms.)
- (Weightage – 2.5 Points)

The above cultural dimensions of **Infosys** attracted the majority respondents numbering 20 (66.67%) at scale point 10 signifying (maximum, 100%), 7 people (23.33%) went for point 9 (90%) and the balance 3 respondents (10%) chose scale point 8 (80%) on this count. The overall impact of all the responses for this question was later calculated as 2.39 points (95.60%) at the previously arrived weightage points of 2.5 for this factor.

Wipro on this count attracted the majority of respondents numbering 13 (43.33%) at scale point 10 (maximum, 100%), 8 people (26.67%) chose point 9 (90%) and the balance 9 persons (30%) went for point 8 (80%) on the Juster scale. The overall score for this question at the given weightage points was calculated as 2.28 points signifying (91.20%) in this case.

TCS could attract 10 people (33.33%) at scale point 9 (90%), the majority of respondents 14 in numbers (46.67%) opined at point 8 (80%) and the rest 6 people (20%) went for point 7 (70%) on the scale. And, the overall score at the pre arrived weightage points was calculated as 2.03 points (81.20%) in this case.

For **Satyam Computer**, 4 respondents (13.33%) selected scale point 8 (80%), other 5 people (16.67%) arrived at point 7 (70%) and the majority group numbering 21 (70%) converged at point 6 (60%) on the Juster scale at this cultural dimension. The overall score points in this case was calculated as 1.61 points (64.40%).

HCL Technologies on this count could attract 13 people (43.33%) to put it on the scale point 7 (70%), the majority of respondents numbering 16 (53.33%) placed it on scale point 6 (60%) and the remaining 1 person (3.33%) tick marked at point 5 (50%) as the appropriate rating for the company for this cultural dimension; and the overall score points on this count was calculated as 1.60 points (64%) for HCL.

And, 8 people (26.67%) placed **NIIT** on the scale point 9 (90%) on this cultural factor, the majority of respondents 20 in numbers (66.67%) converged at point 8 (80%) and the balance 2 persons (6.67%) opted for point 7 (70%) on the

Juster scale; and the overall score points for NIIT was calculated as 2.05 points (82%) in this case.

Q. No. # 7. : Quality of Management, Professionalism, Human and Development Empowerment.

(Good management practices, professionalism, human - relations, human - development and empowerment being critical to the success. A wonderful technology creation needs equally wonderful management and people to manage, create, market and realize its full potential.)

- (Weightage - 6 Points)

On this count, in case of **Infosys**, the majority of respondents numbering 23 (76.67%) out of a sample size of 30 marked on point 10 (maximum, 100%) on the 11-Point Juster scale, a small lot of 3 people (10%) opted for scale point 9 (90%) and the remaining 4 persons (13.33%) arrived at scale point 8 (80%). And, the overall score on this count at a weightage point of 6 for this question in respect of Infosys came to be 5.78 (96.33%).

In case of **Wipro**, 21 respondents (70%) tick marked 10 (maximum, 100%) on the Juster scale, 5 people (16.67%) chose scale point 9 (90%) and the rest 4 respondents (13.33%) went for scale-point 8 (80%). And, the overall score on this count came to be 5.73 points (95.50%) at the above mentioned weightage point of 6.

For **TCS**, a small lot of 3 people (10%) opined at scale point 10 (maximum, 100%), other 5 persons (16.67%) tick marked scale point 9 (90%) and the majority of respondents numbering 22 purposive samples (73.33%) preferred scale point 8 (80%) for this factor; and the overall score was calculated as 5.02 points (83.67%).

Out of 30 respondents in case of **Satyam Computer**, 12 people (40%) went for scale point 8 (80%), the majority of respondents 14 in numbers (46.67%) selected scale point 7 (70%) and the remaining 4 people (13.33%) opted for scale point 6 (60%) as their choice; and the overall score was calculated as 4.36

score points signifying (72.67%) for this cultural dimension in respect of the company.

The response results for **HCL Technologies** on this cultural factor was as : 7 respondents (23.33%) gave their choice for scale point 8 (80%), the majority of respondents numbering 17 (56.67%) opined at scale point 7 (70%) and the remaining 6 people (20%) opted for scale point 6 (60%) as their choice; and the total score for this cultural factor was calculated as 4.22 points (70.33%) in this case.

And, in case of **NIIT** on this count, 10 respondents (33.33%) chose scale point 8 (80%), the majority comprising of 17 people (56.67%) selected scale point 7 (70%) as their right choice and the rest 3 purposive samples (10%) ticked at scale point 6 (60%) as the correct answer to the question; and the final score in the case of NIIT came to be 4.34 points (72.33%).

Q. No. # 8. : Human Capital, Talent and Intellectual Capital.

(The best and the brightest people, human development, human capital, talent and intellectual capital creation – being the critical factors for corporate success in the current ‘knowledge-era’.)

– (Weightage – 3 Points)

In case of **Infosys** on above cultural element, the majority of respondents numbering 23 (76.67%) chose scale point 10 (maximum, 100%), another 5 people (16.67%) opined at point 9 (90%), and the balance 2 (6.67%) respondents went for scale point 8 (80%); and the final score at 3 weightage points for this factor was calculated to be 2.91 points (97%).

Wipro on this count also attracted the majority of 23 respondents (76.67%) at scale point 10 (maximum, 100%), another lot of 5 people (16.67%) opined at point 9 (90%) and the balance 3 purposive samples (10%) went for scale point 8 (80%) on this count; and the final score for this question considering all the responses together was calculated as 2.90 points (96.67%) in this case.

TCS attracted 8 people (26.67%) at scale point 9 (90%), the majority comprising of 17 respondents (56.67%) ticked at point 8 (80%) and the balance 5 persons (16.67%) opined at scale point 7 (70%) for this cultural factor. And, the overall response score was calculated as 2.43 score points (81%) at the above mentioned weightage.

In case of **Satyam Computer**, a lot of 8 people (26.67%) opined at scale point 8 (80%), other 4 people (13.33%) opted for scale point 7 (70%) as their choice and the majority of respondents numbering 18 (60%) chose scale point 6 (60%) on this count. The overall final score of all the responses was calculated to be 2.00 points (66.67%) for this question / cultural factor for Satyam.

A lot of 7 people (23.33%) selected scale point 8 (80%) as their choice in case of **HCL Technologies**, other 9 people (30%) chose point 7 (70%) on this count and a total of 14 respondents (46.67%) forming the majority group arrived at scale point 6 (60%) as their choice for HCL Technologies on this count. Further, the overall score points in this case was calculated as 2.03 points (67.67%) for this question.

And, 6 respondents (20%) chose scale point 8 (80%) on this count for **NIIT**, the majority of respondents numbering 17 (56.67%) ticked at point 7 (70%) and the balance 7 people (23.33%) opted for scale point 6 (60%); and the overall score points for this cultural element was calculated as 2.08 points (69.33%) for NIIT.

Q. No. # 9. : Technology Creation, Innovations, a Constant Learning and Changing Organisation and Striving for Excellence - in the fast changing technological - scenario.

- (Weightage – 3 Points)

The above cultural characteristics of **Infosys** attracted the majority respondents numbering 22 (73.33%) at scale point 10 signifying (maximum, 100%), other 6 people (20%) decided for point 9 (90%) and the balance 2 persons (6.67%) chose scale point 8 (80%) on this count. The overall impact of

all the responses for this question was later calculated as 2.90 points (96.67%) at the previously arrived weightage points of 3 for this question.

Wipro on this count attracted the majority of respondents numbering 23 (76.67%) at scale point 10 (maximum, 100%), 5 people (16.67%) chose point 9 (90%) and the balance 2 persons (6.67%) went for point 8 (80%) on the Juster scale. The overall score for this question at the given weightage points was calculated as 2.91 points signifying (97%) in this case.

TCS on this count was rated by 8 people (26.67%) at scale point 9 (90%), the majority of respondents 20 in numbers (66.67%) arrived at point 8 (80%) and the rest 2 people (6.67%) went for point 7 (70%) on the scale. And, the overall score at the pre arrived weightage points was calculated as 2.46 points (82%).

In case of **Satyam Computer**, 5 respondents (16.67%) selected scale point 8 (80%), other 11 people (36.67%) converged at point 7 (70%) on the scale and the majority comprising of 14 respondents (46.67%) chose point 6 (60%) on the scale for this cultural dimension. The overall score points in this case was calculated as 2.01 points (67%).

HCL Technologies on this count could attract 5 people (16.67%) each who ticked at scale point 9 (90%) and point 8 (80%) respectively, the majority respondents comprising 18 respondents (60%) selected scale point 7 (70%) and the remaining 2 (6.67%) tick marked at point 6 (60%) as the appropriate rating for the company for this cultural dimension; and the overall score points on this count was calculated as 2.23 points (74.33%) for HCL.

And, a lot of 10 respondents (33.33%) placed **NIIT** on the scale point 7 (70%) on this cultural factor, the majority of respondents 16 in numbers (53.33%) converged at point 6 (60%) and the balance 4 persons (13.33%) opted for point 5 (50%) on the Juster scale; and the overall score points for NIIT was calculated as 1.86 points (62%) in this case.

Q. No. # 10. : Global Vision, Global Operations and Excellence in Products, Services, Designs and Solutions, and Market Leadership.

(To realize the full potential of technology dominated new economy on a larger scale and to attain market leadership and competitive edge .)

- (Weightage – 5 Points)

Infosys on above cultural dimension attracted the majority of 26 respondents (86.67%) out of a sample size of 30, who marked on scale point 10 (maximum, 100%) on the 11-Point Juster scale, and a small number of 2 people (6.67%) each opted for scale point 9 (90%) and scale point 8 (80%). And, the overall score in this case at a weightage point of 5 for this cultural factor in respect of Infosys came to be 4.90 (98%).

In case of **Wipro**, the majority of 20 respondents (66.67%) tick marked 10 (maximum, 100%) on the Juster scale, other 4 people (13.33%) chose scale point 9 (90%) and the rest 6 respondents (20%) converged at scale-point 8 (80%). And, the overall score on this count came to be 4.73 points (94.60%) at the above mentioned weightage point of 5.

For **TCS**, 6 respondents (20%) decided at scale point 10 (maximum, 100%), other 9 people (30%) tick marked scale point 9 (90%) and the majority of respondents numbering 15 (50%) converged at scale point 8 (80%) on the above cultural dimension; and the overall score for this question was calculated as 4.35 points (87%) in this case.

Out of 30 respondents in case of **Satyam Computer**, 8 people (26.67%) went for scale point 8 (80%) and the other two lots of 11 persons (36.67%) each selected scale point 7 (70%) and scale point 6 (60%) as their right choice in above case; and the overall score was calculated as 3.45 points signifying (69%) for this cultural dimension in respect of Satyam.

The response results for **HCL Technologies** on this cultural factor included 2 persons (6.67%) giving their choice for scale point 9 (90%), other 12

respondents selecting point 8 (80%), a majority of 13 people (43.33%) opting for scale point 7 (70%) and the rest 3 persons (10%) choosing scale point 5 (50%) as their choice; and the total score for this cultural factor was calculated as 3.72 points (74.40%) in this case.

And, in case of **NIIT** on this count, 6 respondents (20%) chose scale point 7 (70%), the majority comprising of 21 purposive samples (70%) ticked at scale point 6 (60%) and the balance 3 people (10%) went for scale point 5 (50%) as the correct answer to the question; and the final score in the case of NIIT came to be 3.05 points (61%).

Q. No. # 11. : Corporate Positioning, Global Communications, Corporate Image and Brand Building.

(Corporate positioning, promotions, aggressive marketing, global communications, corporate image and brand building, and constantly 'moving up the value chain' - which are vital for global success.)

-- (Weightage – 3.75 Points)

In case of **Infosys** on above cultural dimension, the majority of respondents numbering 27 (90%) chose scale point 10 (maximum, 100%), other 2 people (6.67%) opined at point 9 (90%) and the remaining 1 person (3.33%) selected scale point 8 (80%); and the final score at 3.75 weightage points for this factor was calculated to be 3.70 points (98.67%).

Wipro on this count was able to attract the majority respondents numbering 25 (83.33%) at scale point 10 (maximum, 100%), other 3 people (10%) opined at point 9 (90%) and the balance 2 persons (13.33%) chose scale point 8 (80%); and the final score for this question considering all the responses together was calculated as 3.66 points (97.60%) in this case.

TCS attracted 5 people (16.67%) at scale point 10 (maximum, 100%), other 7 persons (23.33%) ticked at point 9 (90%) and the majority of respondents 18 in numbers (60%) converged at scale point 8 (80%) for this cultural factor.

And, the overall response score was calculated as 3.21 score points (85.60%) at the above mentioned weightage.

In case of **Satyam Computer**, 6 people (20%) opined at scale point 8 (80%), the majority of respondents numbering 14 (46.67%) opted for scale point 7 (70%) as their choice and the balance 10 people (33.33%) chose scale point 6 (60%) on this count. The overall final score of all the responses was calculated to be 2.57 points (68.53%) for this question / cultural factor for Satyam.

A small number of 2 people (6.67%) selected scale point 8 (80%) as their choice in case of **HCL Technologies**, other 6 persons (20%) chose point 7 (70%) on this count, the majority of the respondents numbering 20 (66.67%) converged at scale point 6 (60%) and the rest 2 respondents (6.67%) ticked at scale point 5 (50%) as their choice for HCL Technologies on this count. Further, the overall score points in this case was calculated as 2.35 points (62.67%) for this question.

And, a bunch of 8 respondents (26.67%) chose scale point 7 (70%) on this count for **NIIT**, the majority numbering 17 people (56.67%) converged at point 6 (60%) and the balance 5 respondents (16.67%) opted for scale point 5 (50%); and the overall score points for this cultural element was calculated as 2.29 points (61.07%) for NIIT.

Q. No. # 12. : Quality of Work Life – People's Life, Work Environment, Compensation, Benefits, Equality, Justice, Welfare, Security and Use of Technology .

- - (Weightage – 3.75 Points)

The above cultural dimension of **Infosys** attracted the majority respondents numbering 25 (83.33%) at scale point 10 signifying (maximum, 100%), other 3 people (10%) opted for point 9 (90%) and the balance 2 respondents (6.67%) chose scale point 8 (80%) on this count. The overall impact of all the responses for this question was later calculated as 3.66 points (97.60%) at the previously arrived weightage points of 3.75 for this question.

Wipro on this count attracted the majority of respondents numbering 18 (60%) at scale point 10 (maximum, 100%), other 5 people (16.67%) ticked at point 9 (90%) and the balance 7 persons (23.33%) selected point 8 (80%) on the Juster scale. The overall score for this question at the given weightage points was calculated as 3.51 points signifying (93.60%) in this case.

TCS attracted a small lot of 4 people (13.33%) at scale point 9 (90%), other 10 persons (33.33%) arrived at scale point 8 (80%) and the majority of respondents 16 in numbers (53.33%) converged at point 7 (70%) on the scale. And, the overall score at the pre-arrived weightage points was calculated as 2.85 points (76%) in this case.

For **Satyam Computer**, 10 respondents (33.33%) selected scale point 7 (70%), the majority group numbering 18 (60%) converged at point 6 (60%) on the scale and the balance 2 person (6.67%) chose point 5 (50%) on the scale for this cultural dimension. The overall score points in this case was calculated as 2.35 points (62.67%).

HCL Technologies on this count could attract 9 people (30%) choosing scale point 7 (70%), the majority numbering 16 respondents (53.33%) converged at point 6 (60%) and the rest 5 persons (16.67%) selected scale point 5 (50%); and the overall score points for this question was calculated as 2.30 points (61.33%) for HCL.

And, the smallest lot of 5 people (16.67%) placed **NIIT** on the scale point 8 (80%) on this cultural factor, the majority of respondents 17 in numbers (56.67%) converged at point 7 (70%) and the balance 8 persons (26.67%) opted for point 6 (60%) on the Juster scale; and the overall score points for NIIT was calculated as 2.59 points (69.07%) in this case.

Q. No. # 13. : Physical Environment, Ambience and Infrastructures.

(Good physical facilities, lay-outs, ambience, environment, high-tech. equipments, state of the art labs., library, canteen, recreational aids and use of technology to improve 'quality of work life' etc.)

-- (Weightage – 2.5 Points)

On above cultural dimension in case of **Infosys**, the majority of respondents numbering 26 (86.67%) out of a sample size of 30 converged at point 10 (maximum, 100%) on the 11-Point Juster scale, two small lots of 2 people (6.67%) each opted for scale point 9 (90%) and scale point 8 (80%) on above count. And, the overall score in this case at a weightage point of 2.5 in respect of Infosys was calculated as 2.45 (98%).

In case of **Wipro**, the majority 21 respondents (70%) tick marked point 10 (maximum, 100%) on the Juster scale, 5 people (16.67%) chose scale point 9 (90%) and the rest 4 respondents (13.33%) selected scale-point 8 (80%). And, the overall score on this count came to be 2.39 points (95.60%) at the above mentioned weightage point of 2.5.

In case of **TCS**, 8 people (10%) opined at scale point 8 (80%), the majority of respondents numbering 16 purposive samples (53.33%) preferred scale point 7 (70%) and the rest 6 people (20%) selected scale point 6 (60%) for this factor and; and the overall score was calculated as 1.77 points (70.80%).

Out of 30 respondents in case of **Satyam Computer**, a small number of 2 people (6.67%) decided at scale point 8 (80%), the other 8 persons (26.67%) preferred scale point 7 (70%) on this count and the majority of respondents 20 in numbers (66.67%) selected scale point 6 (60%) as their choice; and the overall score was calculated as 1.60 score points signifying (64%) for this cultural dimension in respect of Satyam.

The response results for **HCL Technologies** on this cultural factor included 6 respondents (20%) selecting scale point 7 (70%), the majority of respondents numbering 17 (56.67%) opined at scale point 6 (60%) and the remaining 7 people (23.33%) opted for scale point 5 (50%) as their choice; and the total score for this cultural factor was calculated as 1.49 points (59.60%) in this case.

And, in case of **NIIT** on this count, 6 respondents (20%) chose scale point 7 (70%), the majority comprising of 15 people (50%) selected scale point 6 (60%) as their right choice and the rest 9 purposive samples (30%) ticked at scale point 5 (50%) as the correct answer to the question; and the final score in the case of NIIT came to be 1.39 points (55.60%).

Q. No. # 14. : Customer Care, Relations, Satisfaction, Quality Products and Services, Fair Price, Value for Money and Honouring Commitments.

(Good customer care and relations, quality products, support services and fair price, providing value for their money and satisfied customers - are the golden business doctrine and ultimate mantras for long term success.)

-- (Weightage – 5 Points)

In case of **Infosys** on above cultural element, the majority of respondents numbering 25 (83.33%) chose scale point 10 (maximum, 100%), other 3 people (10%) opined at point 9 (90%) and the balance 2 (6.67%) respondents selected scale point 8 (80%); and the final score at 5 weightage points for this factor was calculated to be 4.88 points (97.60%).

Wipro on this cultural dimension could attract the majority of respondents numbering 21 (70%) at scale point 10 (maximum, 100%), other 4 people (13.33%) opined at point 9 (90%) and the balance 5 purposive samples (16.67%) went for scale point 8 (80%) on this count; and the final score for this question considering all the responses together was calculated as 4.76 points (95.20%) in this case.

TCS attracted 5 people (16.67%) at scale point 10 (maximum, 100%), other 9 persons (30%) selected point 9 (90%) on this count and the majority of respondents 16 in numbers (53.33%) opined at scale point 8 (80%) for this cultural factor. And, the overall response score was calculated as 4.32 score points (86.40%) at the above mentioned weightage.

In case of **Satyam Computer**, 8 people (26.67%) opined at scale point 8 (80%), other 6 people (20%) opted for scale point 7 (70%) as their choice and the majority of respondents numbering 16 (53.33%) chose scale point 6 (60%) on this count. The overall final score of all the responses was calculated to be 3.37 points (67.40%) for this question / cultural factor for Satyam.

A small number of 4 people (13.33%) selected scale point 7 (70%) as their choice in case of **HCL Technologies**, the majority group numbering 18 respondents (60%) arrived at point 6 (60%) on this count and the rest 8 persons (26.67%) selected scale point 5 (50%) as their choice for HCL Technologies on this count. Further, the overall score points in this case was calculated as 2.93 points (58.60%) for this question.

And, only 3 respondents (10%) chose scale point 7 (70%) on this count for **NIIT**, 12 people (40%) ticked at point 6 (60%) and the balance 15 respondents (50%) also forming the majority group arrived at scale point 5 (50%) for this cultural dimension; and the overall score points in this case was calculated as 2.80 points (56%) for NIIT.

Q. No. # 15. : Believing in and upholding of – ‘Ethical and Moral Values’.

(Believing in and upholding ‘Ethical and Moral Values’ help organization shaping its image and personality, and gaining public confidence.)

-- (Weightage – 2.5 Points)

On ethical and moral values in corporate life and business practices, **Infosys** attracted the majority respondents numbering 28 (93.33%) at scale point 10 signifying (maximum, 100%) and the balance 5 people (16.67%) opined at scale point 9 (90%) in this case. The overall impact of all the responses for this question was later calculated as 2.48 points (99.20%) at the previously arrived weightage points of 2.5 for this question.

Wipro on this count also attracted the majority of respondents numbering 28 (93.33%) at scale point 10 (maximum, 100%) and the rest 5 people (16.67%) arrived at scale point 9 (90%) on the Juster scale. The overall score for this

question at the given weightage points was calculated as 2.48 points signifying (99.20%) in this case.

TCS could attract 5 people (16.67%) at scale point 10 (maximum, 100%), other 4 people (13.33%) went for point 9 (90%) and the majority of respondents 21 in numbers (70%) converged at point 8 (80%) on the scale. And, the overall score at the pre arrived weightage points was calculated as 2.12 points (84.80%) in case of TCS.

For **Satyam Computer**, two lots of 2 respondents (6.67%) each selected scale point 8 (80%) and point 7 (70%) on this count and the majority group numbering 26 (86.67%) converged at point 6 (60%) on the scale for this cultural dimension. And, the overall score points in this case was calculated as 1.55 points (62%).

HCL Technologies on this count could attract only 3 people (10%) at scale point 7 (70%), the majority of 16 respondents arrived at scale point 6 (60%) and the balance 11 respondents (36.67%) opined at scale point 5 (50%); and the overall score points on this count was calculated as 1.43 points (57.20%) for HCL.

And, 2 people (6.67%) placed **NIIT** on the scale point 8 (80%) on this cultural factor, other 6 persons (20%) arrived at point 7 (70%) on the scale and the majority of respondents 22 in numbers (73.33%) converged at point 6 (60%) on the Juster scale; and the overall score points for NIIT was calculated as 1.58 points (63.20%) in this case.

Q. No. # 16. : Nurturing the Life Blood of Business through - Profitability, Growth, Financial Performance, Market Share and Value Creation.

(The life blood of business being - profitability, growth, good turnover and continued good financial performance, and company's / shareholders' value creation.)
-- (Weightage – 20 Points)

On the above cultural dimension in case of **Infosys**, the majority of 25 respondents (83.33%) out of a sample size of 30 marked on point 10 (maximum, 100%) on the 11-Point Juster scale and the balance 5 people (16.67%) opted for scale point 9 (90%) in this case. And, the overall score on this count at the pre-arrived weightage points of 20 for this question in respect of Infosys came to be 19.67 (98.35%).

In case of **Wipro**, the majority of 27 respondents (90%) converged at point 10 (maximum, 100%) on the Juster scale and the balance 3 people (10%) chose scale point 9 (90%) in this case. And, the overall score on this count came to be 19.80 points (99%) at the above mentioned weightage point of 20.

For **TCS**, 8 respondents (26.67%) decided at scale point 9 (90%), the majority numbering 16 people (53.33%) tick marked scale point 8 (80%) and the balance 6 purposive samples (20%) preferred scale point 7 (70%) for factor; and the overall score was calculated as 16.13 points (80.65%) in case of TCS.

Out of 30 respondents in case of **Satyam Computer**, 9 people (30%) went for scale point 8 (80%), the majority of respondents 16 in numbers (53.33%) selected scale point 7 (70%) on this count and the balance 5 people (16.67%) opted for scale point 6 (60%) as their choice; and the overall score was calculated as 14.27 score points signifying (71.35%) for this cultural dimension in respect of the company.

The response results for **HCL Technologies** on this cultural factor was as : only 2 respondents (6.67%) gave their choice for scale point 7 (70%), one lot of 14 respondents (46.67%) opined at scale point 6 (60%) and the other lot of 14 respondents (46.67%) arrived at scale point 5 (50%) as their choice; and the total score for this cultural factor was calculated as 11.20 points (56%) in this case.

And, in case of **NIIT** on this count, a small number of 2 respondents (6.67%) ticked at scale point 7 (70%), other 6 people (20%) selected scale point 6 (60%) as their right choice and the majority comprising of 22 purposive samples (73.33%) ticked at scale point 5 (50%) as the correct answer to the

question; and the final score in the case of NIIT came to be 10.67 points (53.35%).

Q. No. # 17. : Corporate Dynamism, Timely Changes and Catching the 'Hot Next'.

(Dynamism, 'change agents' – existence / necessity of a built-in mechanism for effecting cultural and social changes, and adapting to technological and political changes for a vibrant organization and sustained growth and catching the 'Hot Next'.) -- (Weightage – 3.5 Points)

In case of **Infosys** on above cultural dimension, the majority of respondents numbering 23 (76.67%) converged at point 10 (maximum, 100%), other 4 people (13.33%) opined at point 9 (90%) and the remaining 3 (10%) respondents rated it at scale point 8 (80%); and the final score at 3.5 weightage points for this factor was calculated to be 3.38 points (96.57%) in this case.

Wipro on this count attracted the majority of respondents 21 in numbers (70%) at scale point 10 (maximum, 100%), a small lot of 3 people (10%) opined at point 9 (90%) and the balance 6 people (20%) ticked at scale point 8 (80%) for this factor; and the final score for this question considering all the responses together was calculated as 3.32 points (94.86%) in this case.

For **TCS** 3 people (10%) ticked at scale point 10 (maximum, 100%), other 5 persons (16.67%) selected scale point 9 (90%), the majority of respondents 18 in numbers (60%) opined at scale point 8 (80%) and the remaining 4 people (13.33%) went for point 7 (70%) on the scale for this cultural factor. And, the overall response score for TCS was calculated as 2.88 score points (82.28%) at the above mentioned weightage.

In case of **Satyam Computer**, one third of respondents numbering 10 (33.33%) opined at scale point 8 (80%), the majority of respondents numbering 14 (46.67%) opted for scale point 7 (70%) and the remaining 6 people arrived at point 6 (60%) as their choice on this count. The overall final score of all the

responses was calculated to be 2.50 points (71.43%) for this question / cultural factor for Satyam.

For **HCL Technologies** on this dimension, 6 people (20%) selected scale point 7 (70%), the majority of respondents numbering 16 (53.33%) converged at scale point 6 (60%) as their choice and the remaining 8 people (26.67%) chose scale point 5 (50%) on this count. Further, the overall score points in this case was calculated as 2.08 points (59.43%) for this question.

And, for **NIIT**, 8 respondents (26.67%) ticked at scale point 7 (70%) on this count, other 5 people (16.67%) selected point 6 (60%) and the balance 17 respondents (56.67%) also forming the majority group opted for scale point 5 (50%) in this case; and the overall score points for this cultural element was calculated as 1.99 points (56.86%) for NIIT.

Q. No. # 18. : Growth and Competitiveness through - Mergers, Acquisitions, Downsizing, Rightsizing, Restructuring and Outsourcing.

(Faster growth through mergers and acquisitions, and attaining competitive edge through downsizing, rightsizing, restructuring and outsourcing – being business policies.) -- (Weightage – 2.5 points)

On above cultural dimension, in case of **Infosys**, the majority of respondents numbering 22 (73.33%) out of a sample size of 30 marked on 10 (maximum, 100%) on the 11-Point Juster scale, other 6 people (20%) opted for scale point 9 (90%) and the remaining 2 persons (6.67%) went for scale point 8 (80%) in this case. And, the overall score on this count at a weightage point of 2.5 for this question in respect of Infosys came to be 2.42 (96.80%).

In case of **Wipro**, the majority of respondents numbering 24 (80%) tick marked point 10 (maximum, 100%) on the Juster scale, other 4 people (13.33%) chose scale point 9 (90%) and the remaining 2 respondents (6.67%) went for scale-point 8 (80%). And, the overall score on this count came to be 2.43 points (97.20%) at the above mentioned weightage point of 2.5.

For **TCS**, 4 respondents (13.33%) decided at scale point 10 (maximum, 100%), other 6 people (20%) tick marked scale point 9 (90%), the majority of respondents numbering 17 (56.67%) converged at point 8 (80%) and the balance 3 purposive samples (10%) preferred scale point 7 (70%) for for this factor; and the overall score was calculated as 2.09 points (83.60%).

Out of 30 respondents in case of **Satyam Computer**, 4 people (13.33%) went for scale point 8 (80%), other 5 persons (16.67%) selected scale point 7 (70%) and the majority of respondents 21 in numbers (70%) converged at scale point 6 (60%) on this count; and the overall score was calculated as 1.61 points signifying (64.40%) for this cultural dimension in respect of the company.

In case of **HCL Technologies** on this count, a small number of 2 respondents (6.67%) chose scale point 8 (80%), other 6 people (20%) selected scale point 7 (70%) as their right choice and the majority comprising of 22 purposive samples (73.33%) ticked at scale point 6 (60%) as the correct answer to the question; and the final score in the case of HCL Technologies came to be 1.58 points (63.20%).

And, the response results for **NIIT** on this cultural factor included 4 respondents (13.33%) choosing scale point 7 (70%), the majority comprising of 16 people (53.33%) converging at scale point 6 (60%) and the rest 10 people (33.33%) opting for scale point 5 (50%) in this case; and the total score for this cultural factor was calculated as 1.45 points (58%) in this case.

Q. No. # 19. : Concerns for Society, Local Community, Environment, Ecology and National Heritage, and as a Good Corporate Citizen.

(Concerns for society, local community, environment, ecology, flora and fauna, national heritage and monuments, arts and culture, and as a good corporate citizen.)

-- (Weightage – 2.5 points)

In case of **Infosys** on above cultural dimension, the majority of respondents numbering 23 (76.67%) converged at scale point 10 (maximum,

100%), other 5 people (16.67%) opined at point 9 (90%) and the balance 2 respondents (6.67%) went for scale point 8 (80%); and the final score at 2.5 weightage points for this factor was calculated to be 2.42 points (96.80%).

Wipro on this count could attract the majority respondents numbering 22 (73.33%) at scale point 10 (maximum, 100%), other small lot of 3 people (10%) opined at point 9 (90%) and the balance 5 purposive samples (16.67%) went for scale point 8 (80%) in this case; and the final score for this question considering all the responses together was calculated as 2.39 points (95.60%).

TCS attracted the majority respondents 20 in numbers (66.67%) at scale point 8 (80%), other 8 people (26.67%) opined at scale point 7 (70%) for this cultural factor and the remaining 2 persons (6.67%) ticked at point 6 (20%) in this case. And, the overall response score was calculated as 1.90 points (68%) at the above mentioned weightage for this factor.

In case of **Satyam Computer**, only 1 person (3.33%) opined at scale point 8 (80%), other 7 people (23.33%) opted for scale point 7 (70%) as their choice and the majority of respondents numbering 22 (73.33%) converged at scale point 6 (60%) on this count. The overall final score of all the responses was calculated to be 1.57 points (62.80%) for this question / cultural factor for Satyam.

For **HCL Technologies**, 5 people (16.67%) selected point 7 (70%) on the scale, the majority of respondents numbering 16 (53.33%) arrived at scale point 6 (60%) as their choice and the remaining 9 persons (30%) selected scale point 5 (50%) on this count. Further, the overall score points in this case was calculated as 1.47 points (58.80%) for this question.

And, only 2 respondent (6.67%) chose scale point 8 (80%) on this count for **NIIT**, other 5 people (16.67%) ticked at point 7 (70%) and the balance 23 respondents (76.67%) also forming the majority group opted for scale point 6 (60%) on this dimension; and the overall score points for this cultural element was calculated as 1.57 points (62.80%) for NIIT.

Q. No. # 20. : 'Partners in Progress Concept' - Concerns for Other Stakeholders - Suppliers, Service Providers, Government and others.

('Partners in Progress Concept' - treating suppliers, distributors, service providers and other associates as extension of the organization and not outsiders - they are important and often plays critical role in the success of the organization.

Also, government and policymakers' favourable attitude towards the company being vital for success.

And, as a responsible 'Corporate Citizen' - discharging of various obligations towards – the exchequer, government, society, nation, world - in form of payment of due taxes, participating in social and economic developments, providing employments, earning foreign exchange, knowledge and wealth creation, and gifting wonderful technologies and services to the world at large.)

-- (Weightage - 2.5 points)

Infosys on above cultural factor drew the majority respondents numbering 23 (76.67%) at scale point 10 signifying (maximum, 100%), other 4 people (13.33%) ticked at point 9 (90%) and the balance 3 respondents (10%) selected scale point 8 (80%) on this count. The overall impact of all the responses for this question was later calculated as 2.42 points (96.80%) at the previously arrived weightage points of 2.5 for this question.

Wipro on this count attracted the majority of respondents numbering 21 (70%) at scale point 10 (maximum, 100%), 5 people (16.67%) arrived at point 9 (90%) and the balance 4 persons (13.33%) went for point 8 (80%) on the Juster scale. The overall score for this question at the given weightage point was calculated as 2.40 points signifying (96%) in this case.

In case of ***TCS***, 5 people (16.67%) ticked at scale point 9 (90%), the majority of respondents 16 in numbers (53.33%) opined at point 8 (80%), other 6

persons (20%) selected point 7 (70%) on the scale and the rest 3 people (10%) went for scale point 6 (60%) on this count. And, the overall score for this question at the pre-determined weightage point was calculated as 1.94 points (77.60%).

For **Satyam Computer**, 9 respondents (30%) selected scale point 7 (70%), the majority respondents numbering 17 (70%) converged at point 6 (60%) on the scale and the balance 4 persons (13.33%) ticked at point 5 (50%) on the scale for this cultural dimension. The overall score points in this case was calculated as 1.54 points (61.60%).

HCL Technologies on this count could draw 8 people (26.67%) at the scale point 7 (70%), the majority of the purposive samples numbering 16 (53.33%) tick marked at point 6 (60%) and the rest 6 respondents (20%) opined at scale point 5 (50%) as the appropriate rating for the company for this cultural dimension; and the overall score points on this count was calculated as 1.52 points (60.80%) for HCL.

And, two separate lots of 4 people (13.33%) each placed **NIIT** on the scale point 8 (80%) and point 7 (70%) respectively on this cultural factor and the majority of respondents 22 in numbers (73.33%) converged at point 6 (60%) on the Juster scale; and the overall score points for NIIT was calculated as 1.60 points (64%) in this case.

6.3.1.2 Interpretation of the Detailed Data : 'Total Organisational Performance' (Table-VI)

'Total Organisational Performance' : (T.O.P.)

Visionary Company and Global Dominance

Q. No. # 1. : A Visionary Company.

(Founders' long term vision, no short-termism, aspiring for major achievements, setting huge, long term goals and formidable tasks to perform, building strong, insular and exclusionary cultures which eventually lead them to top performance and global dominance.)

- - (Weightage – 6 Points)

On becoming a 'visionary company' as one of the aspects of 'total organizational performance', in case of **Infosys** the majority of respondents numbering 24 (80%) out of a sample size of 30 marked on scale point 10 (maximum, 100%) on the 11-Point Juster scale, other 4 people (13.33%) opted for scale point 9 (90%) and the remaining 2 persons (6.67%) opined at scale point 8 (80%). And, the overall score on this count at the pre-determined weightage point of 6 for this question in respect of Infosys came to be 5.84 points (97.33%).

In case of **Wipro** on this count, again the majority respondents 24 in numbers (80%) tick marked at point 10 (maximum, 100%) on the Juster scale and two small lots of 3 people (10%) each selected scale point 9 (90%) and scale-point 8 (80%) respectively. And, the overall score on this count came to be 5.82 points (97%) at the above mentioned weightage point of 6.

For **TCS**, 5 respondents (16.67%) decided scale point 10 (maximum, 100%), other 6 people (20%) tick marked at scale point 9 (90%), the majority of respondents numbering 17 (56.67%) converged at scale point 8 (80%) in this case and the balance 2 purposive samples (6.67%) preferred scale point 7 (70%) for this performance factor; and the overall score was calculated as 5.08 points (84.67%).

Out of 30 respondents in case of **Satyam Computer**, one-tenth people numbering 3 (10%) went for scale point 8 (80%), other 6 persons (20%) selected point 7 (70%), the majority of respondents 18 in numbers (60%) converged at scale point 6 (60%) and the balance 3 people (10%) went for scale point 5 (50%) as their choice; and the overall score was calculated as 4.08 points signifying (68%) for this organizational performance factor in respect of the company.

The response results for **HCL Technologies** on this corporate performance factor was as : a small lot of 2 people (6.67%) gave their choice for scale point 8 (80%), other 4 persons (13.33%) opined at scale point 7 (70%), the

majority of the respondents numbering 20 (66.67%) converged at scale point 6 (60%) and the balance 4 people went for scale point 5 (50%) as their choice; and the total score for this performance factor was calculated as 3.68 points (61.33%) in this case.

And, in case of **NIIT** on this count, one-fifth of respondents numbering 6 (20%) selected scale point 7 (70%), the majority comprising of 16 purposive samples (53.33%) ticked at scale point 6 (60%) as the correct answer to the question and the balance 8 people (26.67%) selected scale point 5 (50%) as their right choice; and the final score in the case of NIIT came to be 3.56 points (59.33%) in this case.

Corporate Heroes and Leadership

Q. No. # 2. : Top Management Leadership.

(Greatness of corporate heroes, leaders, top managers and their heroic and extraordinary deeds in building up the company, its culture and achieving global stature and exemplary performance.) - - (Weightage – 5 Points)

In case of **Infosys** on 'top management leadership quality and performance', the majority of respondents numbering 25 (83.33%) ticked at scale point 10 (maximum, 100%) on this count, other 3 people (23.33%) opined at point 9 (90%), and the balance 2 respondents (6.67%) went for scale point 8 (80%); and the final score at pre-determined weightage points of 2.5 for this factor was calculated to be 4.88 points (97.60%) in this case.

Wipro's corporate leaderships could also attract the majority of 25 respondents (83.33%) at scale point 10 (maximum, 100%), another small lot of 2 people (6.67%) picked up scale point 9 (90%) on this count and the balance 3 purposive samples (10%) selected scale point 8 (80%); and the final score for this question considering all the responses together was calculated as 4.87 points (97.40%) in this case.

TCS drew 7 respondents (23.33%) at scale point 10 (maximum, 100%) for this performance factor, other 8 people (26.67%) marked at point 9 (90%) and

the majority of respondents numbering 15 (50%) opined at scale point 8 (80%) on this count. And, the overall response score was calculated as 4.37 points (87.40%) at the above mentioned weightage.

In case of **Satyam Computer**, a small lot of 2 people (6.67%) opined at scale point 9 (90%), other 4 people (13.33%) opted for scale point 8 (80%) as their choice, the majority of respondents numbering 18 (60%) converged at scale point 7 (70%) on this count and the balance 6 persons (20%) arrived at scale point 6 (60%). The overall final score of all the responses was calculated to be 3.53 points (70.60%) for this question / performance factor for Satyam.

A small number of 4 people (13.33%) selected scale point 8 (80%) as their choice in case of **HCL Technologies**, 16 respondents (53.33%) forming the majority group arrived at scale point 7 (70%) as their choice and the rest one-third of people numbering 10 (33.33%) converged at point 6 (60%) on the scale for HCL Technologies on this count. Further, the overall score points in this case was calculated as 3.40 points (68%) for company's corporate performance on this count.

And, only one-tenth of respondents numbering 3 (10%) chose scale point 8 (80%) on this count for **NIIT**, other 4 people (13.33%) ticked at point 7 (70%), 19 respondents (63.33%) also forming the majority group opted for scale point 6 (60%) and the rest 4 people (13.33%) selected scale point 5 (50%) for this factor; and the overall score points for corporate performance of NIIT on this count was calculated as 3.10 points (62%).

Corporate Image, Brand Value and Communications

Q. No. # 3. : Corporate Image, Brand Value, Global Positioning and Communications.

(Corporate Image, Personality, Charishma, Corporate Brand Value, Global Positioning and Communications.) - - (Weightage – 4 Points)

The corporate image, brand value, global positioning and communications as corporate performance of **Infosys** drew the majority respondents numbering

26 (86.67%) at scale point 10 signifying (maximum, 100%) and the remaining 4 people (13.33%) opined at scale point 9 (90%) on this count. Further, the overall impact of all the responses for this performance factor was calculated as 3.95 points (98.75%) at the previously arrived weightage points of 4 for this question.

Wipro on this count attracted the majority of respondents numbering 25 (83.33%) at scale point 10 (maximum, 100%), other 3 people (10%) chose point 9 (90%) and the balance 2 persons (6.67%) went for point 8 (80%) on the Juster scale. The overall score for this question at the given weightage points was calculated as 3.91 points signifying (97.75%) in this case.

TCS could attract 6 people (20%) at scale point 10 (maximum, 100%), other one-sixth of respondents i.e. 5 people (16.67%) ticked at scale point 9 (90%), the majority of respondents 17 in numbers (56.67%) opined at point 8 (80%) and the rest 2 people (6.67%) went for point 7 (70%) on the scale. And, the overall score at the pre-determined weightage points for this factor was calculated as 3.40 points (85%).

For **Satyam Computer**, 4 respondents (13.33%) selected scale point 8 (80%) on this count, the majority group numbering 16 (53.33%) converged at point 7 (70%) on the scale and the balance on third of people 10 in numbers (33.33%) chose scale point 6 (60%) for this performance factor. The overall score points in this case was calculated as 2.72 points (68%).

HCL Technologies on this count drew one-sixth of respondents i.e. 5 people (16.67%) at the scale point 8 (80%), other 9 respondents (30%) arrived at scale point 7 (70%), the majority of the purposive samples numbering 14 (46.67%) tick marked at point 6 (60%) as the appropriate rating for the company's performance for above factor and the balance 2 persons (6.67%) went for scale point 5 (50%) in this case; and the overall score points on this count was calculated as 2.63 points (65.75%) for HCL.

And, one-tenth of people numbering 3 (10%) placed **NIIT's** corporate performance on this count on the scale point 8 (80%), other 9 persons (30%) selected scale point 7 (70%), the majority of respondents 16 in numbers

(53.33%) converged at point 6 (60%) on the scale and the balance 2 persons (6.67%) opted for point 5 (50%) on the Juster scale; and the overall score points for NIIT was calculated as 2.57 points (64.25%) in this case.

Management, Professionalism, Ethics and Transparency

Q. No. # 4. : Quality of Management, Systems and Processes

(Strategies, structures, systems and processes, professionalism, respect for values, ethical and moral practices, freedom and democratic norms, openness and trust, and belief in transparency.)

- - (Weightage – 12 Points)

Infosys, on 'quality of management, systems and processes including ethical and moral practices etc.', drew the majority of respondents numbering 24 (80%) at scale point 10 (maximum, 100%) on the 11-point Juster scale, other 4 people (13.33%) at point 9 (90%) and the balance 2 persons (6.67%) at scale point 8 (80%) on this performance factor; and the overall score on a pre-determined weightage of 12 points was calculated as 11.68 points (97.33%) for corporate performance of Infosys for this factor.

Wipro on this count attracted the majority of 26 respondents (86.67%) at scale point 10 (maximum, 100%), 3 people (10%) arrived at point 9 (90%) and the remaining 1 person (3.33%) opined at scale point 8 (80%) for this performance parameter; and the overall score came to be 11.80 points (98.33%) on this count.

For **TCS**, 4 persons (13.33%) ticked at point 10 (maximum, 100%), one-sixth of respondents numbering 5 (16.67%) arrived at point 9 (90%), the majority forming half of the sample i.e. 15 respondents (50%) opined at point 8 (80%) in this case and the remaining one-fifth (6 people, 20% of sample) selected point 7 (70%) performance level in this case; and the final score was calculated as 9.88 points (82.33%) as corporate performance of TCS on this account.

In case of **Satyam Computer**, 8 respondents (26.67%) ticked at point 8 (80%) on the scale, one third of respondents (10 people, 33.33% of sample size) chose scale point 7 (70%) in this case and the majority comprising 12 respondents converged at scale point 6 (60%) as performance level of this company for this parameter; and the final score in this case was calculated as 8.24 points (68.67%) at the given weightage points for this factor.

HCL Technologies' corporate performance on this account was rated by 4 respondents (13.33%) at scale point 8 (80%), other 8 people (26.67%) opined at point 7 (70%), the majority of respondents 14 in numbers ((46.67%) converged at scale point 6 (60%) and the balance 4 people (13.33%) ticked at point 5 (50%) as the performance evaluation of the company on this count; and the overall score was calculated to be 7.68 points (64%) performance level in this case.

And, for **NIIT** on this performance factor, 4 respondents (13.33%) selected point 8 (80%) on the scale, other 3 people (10%) ticked at point 7 (70%), the majority of 16 respondents (53.33%) gave their decision for scale point 6 (60%) as company's performance for this factor and the rest 7 persons (23.33%) went for scale point 5 (50%) on this count; and the final performance score came to be 7.36 points (61.33%) in this case.

Physical Manifestations, Ambience and Extravaganzas

Q. No. # 5. : Physical environment, Infrastructures, Technology in Work Life, Corporate Extravaganzas and Celebrations.

(Quality of physical facilities, lay-outs, ambience, environment, corporate offices, world class development centers, high-tech. equipments, world class labs., R&D facilities, extensive use of technology in work life, library, canteen, gyms, recreational aids, corporate extravaganzas and celebrations.)

- - (Weightage – 3.5 Points)

On 'physical manifestations, ambience and extravaganzas etc.' in corporate life and one of the criteria for organisational performance, **Infosys**

drew the majority of 26 respondents (86.67%) at scale point 10 (maximum, 100%) and the remaining 4 people (13.33%) selected scale point 9 (90%) for this factor; and the overall score at a pre-determined weightage of 3.5 points was calculated as 3.45 points (98.57%) in this case.

In case of **Wipro**, the majority of 21 respondents (70%) converged at scale point 10 (Maximum, 100%), other 4 people (13.33%) opined at point 9 (90%) and the remaining 5 persons (16.67%) went for scale point 8 (80%) as Wipro's performance on this factor; and the final score on this count came to be 3.34 points (95.43%) in case of Wipro.

For **TCS**, 3 people (10%) ticked at scale point 9 (90%), other 11 persons (36.67%) arrived at point 8 (80%), the majority of respondents numbering 12 (40%) decided at point 7 (70%) as company's performance on this count and the balance 4 people (13.33%) thought that point 6 (60%) was the appropriate level of company's performance in this case; and the overall score for this factor was calculated as 2.60 points (74.28%) in respect of TCS.

In case of **Satyam Computer**, a small lot of 2 respondents (6.67%) ticked at scale point 8 (80%) for this factor, other 8 people (26.67%) arrived at point 7 (70%), the majority of respondents numbering 12 (40%) opined at scale point 6 (60%) as the correct performance level of the company on this count and the rest 8 persons (26.67%) went for point 5 (50%) on the scale; and the overall score in this case was calculated as 2.15 points signifying (61.43%) performance level on this count.

For **HCL Technologies**, one-fifth of respondents numbering 6 (20%) ticked at scale point 7 (70%) and other two lots of 12 people (40%) each selected scale point 6 (60%) and point 5 (50%) respectively as the company's performance levels in their opinion for this factor; and the overall score came to be 2.03 points (58%) in this case.

And, 5 people (16.67%) selected scale point 7 (70%) as **NIIT's** performance for this factor, the majority accounting for half of the sample size (15 people, 50% of the sample) converged at point 6 (60%) and the balance one-

third people numbering 10 (33.33%) arrived at scale point 5 (50%); and the overall score for NIIT on this performance parameter was calculated as point 2.04 (58.28%).

Products, Services and Solutions

Q. No. # 6. : Quality of Products, Services and Solutions provided.

- - (Weightage – 7 Points)

Infosys, on quality of products, services and solutions offered to its clients worldwide, attracted the majority of 21 respondents (70%) rating its performance at scale point 10 (maximum, 100%), other 7 people (23.33%) ticked at point 9 (90%) and the rest 2 persons (6.67%) opined at scale point 8 (80%) for this performance factor; and the overall score at a pre-determined weightage point of 7 was calculated to be 6.74 point signifying (96.28%) performance level.

For **Wipro**, the majority of 25 respondents (83.33%) converged at scale point 10 (maximum, 100%), other 3 people (10%) selected point 9 (90%) and the rest 2 persons decided for point 8 (80%) as company's performance for this factor; and the overall score was 6.84 point (97.71%) on this count.

In case of **TCS**, one-fifth of the respondents (6 people, 20%) went for scale point 10 (maximum, 100%) in this case, two lots of 11 people (36.67%) each decided at point 9 (90%) and point 8 (80%) respectively and the rest 2 people (6.67%) chose point 7 (70%) as company's performance on this factor; and the final score for this factor was calculated as 6.11 points (87.28%)

Satyam Computer on this count was rated by 2 respondents (6.67%) at scale point 9 (90%), other 6 people (20%) selected point 8 (80%), half of the respondents numbering 15 (50%) converged at scale point 7 (70%) in this case and the remaining 7 people (23.33%) went for scale point 6 (60%) as their evaluation of company's performance on this count; and the final score in this case was 4.97 points (71%) at the above weightage for this performance factor.

HCL Technologies in this case was rated by 4 people (13.33%) at scale point 8 (80%), other 12 persons (40%) arrived at point 7 (70%) and the majority of respondents numbering 14 (46.67%) thought that scale point 6 (60%) was the correct performance level on HCL on this count; and the overall score was calculated to be 4.5 points (64.28 %) in this case.

And, for **NIIT**, one-tenth of respondents (3 people, 10%) rated it at scale point 7 (70%), the majority numbering 18 (60%) opined at scale point 6 (60%) as the correct performance of NIIT on this count and the remaining 9 persons (30%) went for scale point 5 (50%) on this performance count; and the overall score in this case was 4.13 points signifying (59%) corporate performance of the company on this parameter.

Technological Manifestations and Innovations

Q. No. # 7. : Technological Excellence, Technology and Knowledge Creation, Constant Innovations, Research and Development, Getting Ahead and Catching the Hot Next.

- - (Weightage – 4 Points)

Infosys, on the above performance parameter related to technological excellence, technology creations and innovations etc., was rated by two-third of respondents (20 people, 66.67%) at scale point 10 signifying (maximum, 100%) performance level on this count, other 8 people (26.67%) opined at scale point 9 (90%) and the rest 2 people (6.67%) went for scale point 8 (80%) on this count; and the overall score was calculated to be 3.84 points (96%) at the pre-determined weightage of 4 points for this performance factor.

Wipro, on this performance parameter, was rated by the majority of respondents numbering 22 (73.33%) at point 10 signifying (maximum, 100%) performance on this count, other one-fifth people (6 in numbers, 20%) opined at scale point 9 (90%) and the remaining 2 persons (6.67%) went for point 8 (80%) on the scale; and the overall performance rating came to be 3.87 points indicating (96.75%) performance of the company on this account.

In case of **TCS**, 4 people (13.33%) were found opting for scale point 10 signifying (maximum, 100%) performance, other 5 persons (16.67%) ticked at point 9 (90%), the majority of respondents numbering 19 (63.33%) converged at scale point 8 (80%) for this performance factor and the remaining 2 persons (6.67%) went for scale point 7 (70%) on this count; and the overall performance of TCS on this parameter was calculated to be 3.35 points indicating (83.75%) performance of the company for this factor.

For **Satyam Computer**, 4 people (13.33%) opined at scale point 8 (80%) on this count, the majority 16 respondents (53.33%) gave their choice for point 7 (70%) for the company's performance and the remaining one-third people (33.33%) ticked at point 6 (60%) on this parameter; and the overall score in this case was 2.72 points signifying (68%) performance in this case.

For **HCL Technologies**, two lots of 4 persons (13.33%) each arrived at scale points 9 (90%) and point 8 (80%) respectively, the majority of 19 respondents (63.33%) converged at point 7 signifying (70%) performance level on this count and the remaining one-tenth (3 people, 10%) went for scale point 6 indicating (60%) performance in this case; and the overall performance score was 2.92 points (73%).

And, in case of **NIIT**, 8 respondents (26.67%) ticked at point 7 signifying (70%) performance level, the majority of people 18 in numbers (60%) opined at point 6 indicating (60%) performance and the remaining 4 people (13.33%) went for point 5 (50%) on this account; and the overall performance score was 2.45 points showing (61.25%) performance in this case.

Global Operations, Competitiveness and Global Stature

Q. No. # 8. : Extent of Global Reach, Level of Operations, Global Competitiveness, Overseas Ventures / Centers, Acquiring Multinational Corporate (MNC) Stature and Infusing Global Cultures.
- - (Weightage – 5 Points)

Infosys, on above corporate performance parameter, was chosen by the majority of 23 respondents (76.67%) at scale point 10 signifying (maximum, 100%) performance on this count, other one-fifth of respondents (6 people, 20 %) went for point 9 (90%) on the scale and the remaining 1 person (3.33%) ticked at point 7 (70%); and the overall performance score in this case was calculated as 4.87 points (97.40%) at the pre-determined weightage point of 5 in this case.

For **Wipro**, the majority 21 respondents (70%) chose scale-point 10 signifying (maximum, 100%) performance on this count, 5 people (16.67%) went for point 9 (90%) and the remaining 4 persons (13.33%) selected point 8 on the scale signifying (80%) performance on this count; and the overall performance score in this case was 4.78 points indicating (95.60%) corporate performance on this parameter.

In case of **TCS**, 6 persons (20%) ticked at scale point 10 indicating (maximum, 100%) performance on this count, other 5 persons (16.67%) selected point 9 (90%), the majority of 16 respondents (53.33%) went for point 8 signifying (80%) performance in this case and the remaining 3 persons (10%) ticked at point 7 (70%); and the overall score in this case was 4.23 points showing (84.60%) corporate performance on this parameter.

For **Satyam Computer**, 6 persons (20%) ticked at scale point 8 indicating (80%) performance in this case, the majority of 14 persons (46.67%) opined at point 7 for (70%) performance on this count and the remaining one-third of the sample (10 in numbers, 33.33%) decided at point 6 for (60%) performance; and the overall performance in this case was calculated as 3.43 points signifying (68.60%) performance on this parameter.

In case of **HCL Technologies**, only 2 persons (6.67%) ticked at scale point 8 for (80%) performance in this case, other 5 people (16.67%) went for point 7 for (70%) performance, the majority of 18 respondents (60%) converged at scale point 6 for (60%) performance on this account and the remaining 5 persons (16.67%) selected point 5 for (50%) performance; and the overall score

in this case came to be 3.07 points signifying (61.40%) performance level of HCL.

And, for **NIIT**, 5 persons (16.67%) rated it at scale point 7 for (70%) performance on this count, the majority of 14 respondents (46.67%) opined at scale point 6 for (60%) performance on this parameter and the remaining 11 persons (36.67%) chose point 5 for (50%) performance of the company; and the overall score in this case was 2.90 points indicating (58%) performance in this case.

Dynamism and Response to Change

Q. No. # 9. : Corporate dynamism and speed of response to change in the fast changing technological scenario as well as economic, competitive, political, policy related, social and Cultural changes. - - (Weightage – 4.5 Points)

On the parameter 'corporate dynamism and response to change' as one of the aspects of 'total organizational performance', in case of **Infosys** the majority of respondents numbering 22 (73.33%) out of a sample size of 30 marked on scale point 10 for (maximum, 100%) performance on the 11-Point Juster scale, other 6 people (20%) opted for scale point 9 for (90%) performance on this count and the remaining 2 persons (6.67%) opined at scale point 8 (80%). And, the overall score on this count at the pre-determined weightage point of 4.5 for this question in respect of Infosys came to be 4.35 points (96.67%).

In case of **Wipro** on this count, two-third of respondents also forming the majority 20 in numbers (66.67%) tick marked at point 10 (for maximum, 100% performance) on the Juster scale and one-fifth of people (6 in numbers, 20%) selected scale point 9 (90%) and the remaining 2 persons (6.67%) went for scale-point 8 for (80%) performance in this case. And, the overall score on this count came to be 4.29 points for (95.33%) performance at the above mentioned weightage point of 4.5.

For **TCS**, 6 respondents (20%) decided scale point 9 (for 90% performance), other one-third people numbering 10 (33.33%) tick marked at scale point 8 for (80%) performance, the majority of respondents numbering 12 (40%) converged at scale point 7 for (70%) performance in this case and the balance 2 purposive samples (6.67%) preferred scale point 6 (60%) for this performance factor; and the overall score was calculated as 3.45 points signifying (76.67%) corporate performance on above count.

Out of 30 respondents in case of **Satyam Computer**, 7 people (23.33%) went for scale point 8 for (80%) performance, other 6 persons (20%) selected point 7 (70%), the majority of respondents 15 in numbers (50%) converged at scale point 6 for (60%) performance and the balance 2 people (6.67%) went for scale point 5 (50%) as their choice; and the overall score was calculated as 2.97 points signifying (66%) for this organizational performance factor in respect of the company.

The response results for **HCL Technologies** on this corporate performance factor was as : a small lot of 2 people (6.67%) gave their choice for scale point 8 (80%), other 7 persons (23.33%) opined at scale point 7 for (70%) performance, the majority of the respondents numbering 15 (50%) converged at scale point 6 (60%) and the balance 6 people went for scale point 5 for (50%) performance of the company in their opinion; and the total score for this performance factor was calculated as 2.77 points for (61.55%) corporate performance in this case.

And, in case of **NIIT** on this count, one-fifth of respondents numbering 6 (20%) selected scale point 7 for (70%) performance, the majority comprising of 14 purposive samples (46.67%) ticked at scale point 6 (60%) as the correct answer to the question and the remaining one-third people numbering 10 (33.33%) selected scale point 5 for (50%) performance of the company; and the final performance score in the case of NIIT came to be 2.64 points for (58.67%) performance.

Q. No. # 10. : Concerns for people / employees, fair compensation, job security, advancement opportunity, quality of HR practices, human development, empowerment, performance rewards, employees stock option plans (ESOPs), equality, justice and grievance handling, employees - management relationships and quality of work life (QWL). - - (Weightage – 5 Points)

In case of **Infosys** on 'human development, welfare and quality of work life etc.', the majority of respondents numbering 23 (76.67%) ticked at scale point 10 (for maximum, 100% performance) on this count, other 4 people (13.33%) opined at point 9 (90%), and the balance 3 respondents (10%) went for scale point 8 for (80%) performance on this count; and the final score at pre-determined weightage points of 5 for this factor was calculated to be 4.83 points signifying (96.60%) corporate performance in this case.

Wipro's corporate performance on above count could also attract the majority of 23 respondents (76.76%) at scale point 10 (for maximum, 100% performance), another small lot of 3 people (10%) picked up scale point 9 (90%) on this count and the balance 4 purposive samples (13.33%) selected scale point 8 for (80%) performance; and the final score for this question considering all the responses together was calculated as 4.82 points (96.40%) in this case.

TCS drew 3 respondents (10%) at scale point 10 (maximum, 100%) for this performance factor, other 9 people (30%) marked at point 9 (90%) and the majority of respondents numbering 13 (43.33%) opined at scale point 8 (80%) on this count and the remaining 5 people (16.67%) rated the company at scale point 7 for (70%) performance in this case. And, the overall response score was calculated as 4.17 points (83.40%) at the above mentioned weightage.

In case of **Satyam Computer**, 4 people (13.33%) opined at scale point 8 (80%), other 8 people (26.67%) opted for scale point 7 (70%) as their choice, the

majority of respondents numbering 15 (50%) converged at scale point 6 for (60%) corporate performance level on this count and the balance 3 persons (10%) arrived at scale point 5 (50%). The overall final score of all the responses was calculated to be 3.22 points (64.40%) for this question / performance factor for Satyam.

A small number of 2 people (6.67%) selected scale point 8 (80%) as their choice in case of **HCL Technologies**, other 3 respondents (10%) went for scale point 7 (70%) as their choice, the majority of respondents numbering 18 (60%) arrived at scale point 6 for (60%) performance in this case and the rest 7 of people (23.33%) converged at point 5 (50%) on the scale for HCL Technologies' performance on this count. Further, the overall score points in this case was calculated as 3.00 points (60%) for company's corporate performance on this count.

And, 4 respondents (13.33%) chose scale point 8 (80%) on this count for **NIIT**, other 11 people (36.67%) ticked at point 7 (70%), the majority of respondents numbering 13 (43.33%) opted for scale point 6 for (60%) performance and the rest 2 people (6.67%) selected scale point 5 for (50%) performance for this factor; and the overall score points for corporate performance of NIIT on this count was calculated as 3.28 points (65.60%).

Knowledge Capital and Talent Pool

Q. No. # 11. : Knowledge and intellectual capital creation, talent pool, depth and width of talent and ability to attract talent and potential employees. - - (Weightage – 4 Points)

Infosys, on above corporate performance parameters, drew the majority of 22 respondents (73.33%) rating it on scale point 10 for (maximum, 100%) performance, other one-fifth of people numbering 6 (20%) rated it on scale point 9 (90%) and the remaining 2 persons went for point 8 for (80%) performance of the company on this count; and the overall score at the pre-determined

weightage of 4 points for this performance factor was calculated as 3.87 points signifying (96.75%) corporate performance for this factor.

The majority of 24 respondents (80%) rated **Wipro** at scale point 10 for (maximum, 100%) performance, other 4 people (13.33%) opined at scale point 9 (90%) and the remaining 2 persons (6.67%) went for point 8 for (80%) performance of the company on this count; and the overall score in respect of Wipro was calculated as 3.89 points signifying (97.25%) corporate performance for this parameter.

For **TCS**, a small lot of 2 people (6.67%) ticked at point 10 for (maximum, 100%) performance, other 9 respondents (30%) opined at scale point 9 (90%), the majority of respondents numbering 16 (53.33%) converged at scale point 8 for (80%) performance on this count and the remaining one-tenth of people (3 in numbers, 10%) rated it at scale point 7 for (70%) performance; and the overall score for TCS on this count was calculated as 3.33 points signifying (83.25%) organizational performance.

Satyam Computer got a rating at scale point 8 for (80%) performance on this count by 4 people (13.33%), the majority of 17 respondents (56.67%) selected scale point 7 for (70%) performance and the balance 9 persons (30%) arrived at scale point 6 for (60%) performance rating; and the overall score in this case was calculated as 2.73 points reflecting organizational performance of (68.25%) for this parameter.

In case of **HCL Technologies**, 8 respondents (26.67%) opined at scale point 8 for (80%) performance for this factor, the majority respondents 14 in numbers (46.67%) rated it at scale point 7 for (70%) performance and the balance 8 respondents (26.67%) ticked at scale point 6 for (60%) performance on this count; and the overall score for HCL was calculated as 2.80 points signifying (70%) performance.

And, for **NIIT**, a small lot of 2 people (6.67%) ticked at scale point 8 for (80%) performance, other 8 persons (26.67%) opined at scale point 7 for (70%) performance for this factor, the majority making one-half of the sample size i.e.

15 in numbers (50%) rated it at scale point 6 for (60%) performance and the balance one-sixth people (5 numbers, 16.67%) thought that point 5 (50%) was the correct performance level of NIIT on this count: and the overall score for this parameter was calculated as 2.49 points signifying (62.25%) performance on this count.

Customer Care and Satisfaction

Q. No. # 12. : Belief in and efforts towards customer care and satisfaction.

(Customer relationship management, satisfaction, understanding customers requirements, quality products and support services, fair price, value for money, honouring commitments.)

- - (Weightage – 7 Points)

Infosys, on 'customer-care, their satisfaction and honouring commitments etc.' counts, was rated by the majority of 24 respondents (80%) at scale points 10 for (maximum, 100%) performance on these parameters and two lots of one-tenth (3 people, 10%) each arrived at scale point 9 (90%) and point 8 (80%) performance levels; and the overall performance score for this factor was calculated as 6.79 points (97%) on a pre-determined weightage of 7 points in this case.

Wipro could draw the majority of respondents numbering 21 (70%) at scale point 10 for (maximum, 100%) performance on this parameter, one-sixth people (5 in numbers, 16.67%) arrived at point 9 (90%) and the rest 4 persons (13.33%) selected scale point 8 for (80%) performance; and the final score on this count was 6.70 points indicating (95.71%) performance level.

TCS was rated by two lots of 4 persons (13.33%) each at scale point 10 (maximum, 100%) and point 9 (90%) performance levels respectively, the majority of 16 respondents (53.33%) converged at point 8 for (80%) performance and the balance one-fifth (6 people, 20%) opined at point 7 (70%); and the overall rating in this case came to be 5.74 points signifying (82%) performance.

For **Satyam Computer**, 7 people (23.33%) converged at scale point 8 for (80%) performance on this count, other 9 persons preferred point 7 (70%) and the majority of 14 respondents (46.67%) opined at point 6 for (60%) performance in this case; and the overall score for Satyam came to be 4.74 points signifying (67.71%) performance for this parameter.

In case of **HCL Technology**, a small lot of two people (6.67%) ticked at scale point 8 (80%), 11 persons ((36.67%) selected point 7 indicating (70%) performance, the majority 14 respondents opined at point 6 for (60%) performance and the remaining one-tenth (3 people, 10%) went for point 5 for (50%) performance on this count; and the final score was calculated as 4.48 points signifying (64%) performance.

NIIT on above count drew one-fifth (6 people, 20%) at scale point 7 for (70%) performance, the majority of 18 respondents (60%) rated it at point 6 for (60%) performance and the balance 6 people (20%) selected point 5 (50%); and the overall performance score in this case was 4.20 points (60%).

Company's Growth

Q. No. # 13. : Company's growth performance – organic and in-organic in the last 5 years (1999 –2004).

(Growth through – increased market share, new markets, diversifications, new investments, new ventures, mergers, acquisitions, overseas expansions etc.)

- - (Weightage – 4.5 Points)

Infosys, on the above growth performance parameters, drew the majority of respondents numbering 21(70%) at scale point 10 for (maximum, 100%) performance on the 11-point Juster scale, other one-fifth people (6 in numbers, 20%) at point 9 (90%) and the balance one tenth persons numbering 3 (10%) at scale point 8 (80%) on this performance factor; and the overall score on a pre-

determined weightage of 4.5 points was calculated as 4.32 points indicating (96%) corporate performance of Infosys for this factor.

Wipro on this count attracted the majority of 22 respondents (73.33%) at scale point 10 (maximum, 100%), other 3 people (10%) arrived at point 9 (90%) and the remaining one-sixth person (numbering 5, 16.67%) opined at scale point 8 (80%) for this performance parameter; and the overall score came to be 4.30 points signifying (95.55%) performance on this count.

For **TCS**, 2 persons (6.67%) ticked at point 10 for (maximum, 100%) performance, other 8 respondents (26.67%) arrived at point 9 (90%), the majority of the respondents forming half of the sample numbering 15 (50%) opined at point 8 (80%) in this case and the remaining one-sixth (5 people, 16.67%) selected point 7 for (70%) performance level in this case; and the final score was calculated as 3.70 points (82.22%) as corporate performance of TCS on this account.

In case of **Satyam Computer**, 4 respondents (13.33%) ticked at point 8 (80%) on the scale, other 9 respondents (30%) chose scale point 7 (70%) in this case, the majority comprising 13 respondents (43.33%) converged at scale point 6 (60%) and the balance 4 people (13.33%) opined at point 5 as (50%) performance level of this company for this parameter; and the final score in this case was calculated as 2.89 points (64.22%) at the given weightage points for this factor.

HCL Technologies' corporate performance on this account was rated by 2 respondents (6.67%) at scale point 8 (80%), other one-fifth of people (6 in numbers, 20%) opined at point 7 (70%), the majority of respondents 14 in numbers ((46.67%) converged at scale point 6 (60%) and the balance 8 people (26.67%) ticked at point 5 (50%) as the performance level of the company on this count; and the overall score was calculated to be 2.73 points referring to (60.67%) performance level in this case.

And, for **NIIT** on this performance factor, one-fifth respondents numbering 6 (20%) selected point 7 (70%) on the scale, the majority of 13 respondents

(43.33%) gave their decision for scale point 6 (60%) as company's performance for this factor and the rest 11 persons (36.67%) went for scale point 5 (50%) on this count; and the final performance score came to be 2.62 points (58.22%) in this case.

Financial Performance

Q. No. # 14. : Consistent corporate and financial performance in the last 5 years (1999 – 2004).

(Turnover, profitability, returns on capital, profitability through downsizing, rightsizing, restructuring and outsourcing etc.)

- - (Weightage – 10 Points)

On 'consistent corporate and financial performance in the last 5 years' as one of the criteria for organisational performance, **Infosys** drew the majority of 25 respondents (83.33%) at scale point 10 for (maximum, 100%) performance and the remaining one-sixth of people numbering 5 (16.67%) selected scale point 9 (90%) for this factor; and the overall score at a pre-determined weightage of 10 points was calculated as 9.83 points signifying (98.30%) performance level in this case.

In case of **Wipro** on this parameter, the majority of 21 respondents (70%) converged at scale point 10 for (Maximum, 100%) performance, other one-sixth of respondents numbering 5 (16.67%) opined at point 9 (90%) and the remaining 4 persons (13.33%) went for scale point 8 (80%) as Wipro's performance on this factor; and the final score on this count came to be 9.57 points indicating (95.70%) performance in case of Wipro.

For **TCS**, 2 persons (6.67%) ticked at scale point 10 for (Maximum, 100%) performance, other 3 people (10%) arrived at point 9 (90%), the majority of respondents numbering 18 (60%) decided at point 8 (80%) as company's performance on this count and the balance 7 people (23.33%) selected point 7 (70%) as appropriate level of company's performance in their opinion; and the

overall score for this factor was calculated as 8.00 points for (80%) performance in respect of TCS.

In case of **Satyam Computer**, a small lot of 2 respondents (6.67%) ticked at scale point 8 (80%) for this factor, other 7 people (23.33%) arrived at point 7 (70%), the majority of respondents numbering 17 (56.67%) opined at scale point 6 (60%) as the correct performance level of the company on this count and the rest 4 persons (13.33%) went for point 5 (50%) on the scale; and the overall score in this case was calculated as 6.23 points signifying (62.30%) performance level on this count.

For **HCL Technologies**, one-sixth of respondents numbering 5 (16.67%) ticked at scale point 7 for (70%) performance, the majority of people numbering 19 (63.33%) selected scale point 6 (60%) and the remaining one-fifth of people numbering 6 (20%) went for scale point 5 for (50%) performance level in their opinion; and the overall score came to be 5.97 points indicating (59.70%) organizational performance in this case.

And, 4 people (13.33%) selected scale point 7 (70%) as **NIIT's** performance for this factor, other 12 people (40%) ticked at point 6 (60%) and the majority of respondents numbering 14 (46.67%) converged at point 5 on the scale indicating (50%) performance on this count; and the overall score for NIIT on this performance parameter was calculated as point 5.67 (56.70%).

Market Capitalization and Value Creation

No. # 15. : Company's market capitalization and value creation in the last 5 years (1999 – 2004).

(Market capitalization, company's value creation, performance of shares in markets, assets creation, reserves, value creation through downsizing, rightsizing, restructuring and outsourcing etc.)

- - (Weightage – 4.5 Points)

Infosys, on 'company's market capitalization and value creation in the last 5 years', attracted the majority of 24 respondents (80%) rating its performance at

scale point 10 (maximum, 100%), other 4 people (13.33%) ticked at point 9 (90%) and the rest 2 persons (6.67%) opined at scale point 8 (80%) for this performance factor; and the overall score at a pre-determined weightage point of 4.5 was calculated to be 4.38 point (97.33%) on this account.

For **Wipro**, the majority of 26 respondents (86.67%) converged at scale point 10 (maximum, 100%) and the remaining 4 people (13.33%) selected point 9 for (90%) company's performance for this factor; and the overall score came to be 4.44 point (98.67%) in this case.

In case of **TCS**, 4 respondents (13.33%) went for scale point 9 for (90%) performance, the majority of 17 people (56.67%) opined at scale point 8 for (80%) performance, other 7 people (23.33%) decided at point 7 (70% performance) and the rest 2 people (6.67%) chose point 6 (60%) as company's performance for this factor; and the final score in this case was calculated as 3.49 points (77.55%)

Satyam Computer on this performance factor was rated by one-third of respondents numbering 10 (33.33%) at scale point 8 for (80%) performance, the biggest lot numbering 11 (36.67%) selected point 7 (70%) and remaining 9 people (30%) went for scale point 6 (60%) as their evaluation of company's performance on this count; and the final score in this case was 3.16 points (70.22%) at the pre-determined weightage for this performance factor.

HCL Technologies in this case was rated by 2 people (6.67%) at scale point 8 for (80%) performance, other 5 persons (16.67%) arrived at point 7 (70%), the majority of respondents numbering 16 (53.33%) picked up scale point 6 for (60%) performance level and the remaining 7 persons (23.33%) selected point 5 for (50%) performance of HCL on this count; and the overall score was calculated to be 2.73 points indicating (60.67 %) performance in this case.

And, for **NIIT**, one-fifth of respondents (6 people, 20%) rated it at scale point 7 (70%), other 9 people (30%) ticked at scale point 6 for (60%) performance and the majority numbering 15 respondents (50%) opined at scale

point 5 for (50%) performance of NIIT on this count; and the overall score in this case was 2.56 points signifying (56.89%) corporate performance in case of this company.

Q. No. # 16. : Returns to shareholders and shareholder value creation in the last 5 years (1999 – 2004).

(Earning per share, dividends, consistent performance of shares in the markets, investors choice and confidence in the company and shareholders value creation.) - - (Weightage – 3 Points)

Infosys, on the above performance parameter related to 'returns to shareholders and shareholder value creation in the last 5 years', was rated by the majority of 24 respondents (80%) at scale point 10 signifying (maximum, 100%) performance level on this count and two lots of 3 people (10%) each opined its performance at scale point 9 (90%) and scale point 8 (80%) respectively on this count; and the overall score was calculated to be 2.91 points indicating (97%) performance at the pre-determined weightage of 3 points for this performance factor.

Wipro, on this performance parameter, was rated by the majority of two-third respondents numbering 20 (66.67%) at scale point 10 signifying (maximum, 100%) performance on this count, other one-fifth people (6 in numbers, 20%) opined at scale point 9 (90%) and the remaining 4 persons (13.33%) went for point 8 (80%) on the scale; and the overall performance rating came to be 2.86 points indicating (95.33%) performance level of the company on this account.

In case of **TCS**, the majority of respondents numbering 17 (56.67%) were found converging at scale point 10 signifying (maximum, 100%) performance for this parameter, other one-third people numbering 10 (33.33%) ticked at point 9 (90%) and the remaining one-tenth (3 people, 10%) arrived at scale point 8 (80%) for this performance factor; and the overall performance of TCS on this

parameter was calculated to be 2.24 points signifying (74.67%) performance of the company.

For **Satyam Computer** on this count, two lots of 9 people (30%) each opined at scale point 8 (80%) and point 7 (70%) respectively and the majority of 12 respondents (40%) gave their verdict for point 6 (60%) for the company's performance on this parameter; and the overall score in this case was 2.07 points signifying (69%) performance in this case.

For **HCL Technologies**, two lots of 5 persons (16.67%) each arrived at scale point 8 (80%) and point 7 (70%) respectively, the majority of 14 respondents (46.67%) converged at point 6 signifying (60%) performance level on this count and the remaining one-fifth (6 people, 20%) went for scale point 5 indicating (50%) performance in this case; and the overall performance score was 1.89 points (63%).

And, in case of **NIIT**, 4 respondents (13.33%) ticked at point 7 signifying (70%) performance level, the majority of people 16 in numbers (53.33%) opined at point 6 indicating (60%) performance level and the remaining one-third people (10 in numbers, 33.33%) went for point 5 (50%) on this account; and the overall performance score was 1.46 points reflecting (48.67%) performance in this case.

Other Stakeholders – Business Associates, Service Providers, Government

Q. No. # 17. : Partners in Progress and concerns and value for other stakeholders.

(Partners in progress concept and concerns and value for other stakeholders such as business associates, alliance partners, vendors, suppliers, service providers, distributors, government and the likes.)

- - (Weightage – 3 Points)

Infosys, on above corporate performance parameter, was chosen by the majority of 22 respondents (73.33%) at scale point 10 signifying (maximum, 100%) performance on this count and other two sets of people numbering 4 (13.33%) each went for point 9 (90%) and point 8 (80%) respectively on the

scale; and the overall performance score in this case was calculated as 2.88 points (96%) at the pre-determined weightage points of 3 in this case.

For **Wipro**, the majority of two-third respondents numbering 20 (66.67%) converged at scale-point 10 signifying (maximum, 100%) performance on this count, other 7 people (23.33%) went for point 9 (90%) and the remaining 3 persons (10%) selected point 8 on the scale signifying (80%) performance of Wipro on this count; and the overall performance score in this case was 2.87 points indicating (95.67%) organisational performance of the company.

In case of **TCS**, one-sixth of respondents numbering 5 (16.67%) ticked at scale point 9 indicating (90%) performance on this count, other 12 persons (40%) also making the majority group selected point 8 (80%), one-third of respondents numbering 10 (33.33%) went for point 7 signifying (70%) performance in this case and the remaining 3 persons (10%) ticked at point 6 for (60%) performance; and the overall score in this case was 2.29 points showing (76.33%) corporate performance on this parameter.

For **Satyam Computer**, two lots of 7 persons (23.33%) each ticked at scale point 8 indicating (80%) performance and at point 7 for (70%) performance respectively on this count, the majority group numbering 14 (46.67%) converged at scale point 6 for (60%) performance level of the company and the remaining 2 persons (6.67%) decided at point 5 for (50%) performance; and the overall performance in this case was calculated as 1.99 points signifying (66.33%) performance level on this parameter.

In case of **HCL Technologies**, two lots of 3 people (10%) each ticked at scale point 8 (80%) and point 7 (70%) respectively for company's performance on this count, the majority group numbering 18 (60%) converged at scale point 6 for (60%) performance level of the company and the remaining 6 persons (20%) selected point 5 for (50%) performance in this case; and the overall performance score came to be 1.83 points signifying (61%) performance for HCL.

And, for **NIIT**, two lots of 4 people (13.33%) each opined at scale point 8 (80%) and point 7 (70%) respectively for company's performance on this count,

the majority of respondents numbering 12 (40%) converged at scale point 6 for (60%) performance level and the remaining one-third of respondents numbering 10 (33.33%) arrived at point 5 for (50%) performance in this case; and the overall performance score was calculated as 1.82 points signifying (60.67%) performance level of the company.

Social Responsiveness

Q. No. # 18. : Concerns for community, society, nation and the world at large – as a responsible corporate citizen.

(Concerns for local community, society, health and educational programmes, assistance, duties towards nation as tax payer, foreign exchange earner, employment generation, participation in economic development, providing technology and services to world community and overall behaviour as a responsible corporate citizen.)

- - (Weightage – 2.5 Points)

For **Infosys**, on the above performance parameter 'concerns for community, society etc. and as a responsible corporate citizen' as one of the aspects of 'total organizational performance', the majority of respondents numbering 23 (76.67%) out of a sample size of 30 marked on scale point 10 for (maximum, 100%) performance on the 11-Point Juster scale, other 4 people (13.33%) opted for scale point 9 for (90%) performance on this count and the remaining one-tenth persons (3 in numbers, 10%) opined at scale point 8 (80%). And, the overall score on this count at the pre-determined weightage point of 2.5 for this factor in respect of Infosys came to be 2.42 points (96.80%).

In case of **Wipro** on this count, the majority of respondents 22 in numbers (73.33%) converged at point 10 (for maximum, 100% performance) on the Juster scale and one-sixth of people (5 in numbers, 16.67%) selected scale point 9 (90%) and the remaining one-tenth respondents (numbering 3, 10%) went for scale-point 8 for (80%) performance on this count. And, the overall score on in

this case came to be 2.41 points for (96.40%) performance at the above mentioned weightage point of 2.5.

For **TCS**, one-sixth of respondents numbering 5 (16.67%) arrived at scale point 9 (for 90% performance), other one-third people numbering 10 (33.33%) tick marked at scale point 8 for (80%) performance, the majority of respondents numbering 13 (43.33%) converged at scale point 7 for (70%) performance in this case and the balance 2 purposive samples (6.67%) preferred scale point 6 (60%) for this performance factor; and the overall score was calculated as 1.88 points signifying (75.20%) corporate performance on above count.

Out of 30 respondents in case of **Satyam Computer**, 8 people (26.67%) ticked at scale point 8 for (80%) performance, the majority of the respondents 12 in numbers (40%) converged at point 7 (70%) and the balance one-third of people numbering 10 (33.33%) selected scale point 6 for (60%) performance; and the overall score was calculated as 1.73 points signifying (69.20%) as the organizational performance in respect of the company.

The response results for **HCL Technologies** on this corporate performance factor was as : two small lots of 2 people (6.67%) each gave their choice for scale point 8 (80%) and scale point 7 (for 70% performance) respectively, the majority two-third of the respondents numbering 20 (66.67%) converged at scale point 6 (60%) and the balance 6 people went for scale point 5 for (50%) performance of the company in their opinion; and the total score for this performance factor was calculated as 1.50 points for (60%) organisational performance of HCL in this case.

And, in case of **NIIT** on this count, one-fifth of respondents numbering 6 (20%) selected scale point 8 for (80%) performance, the majority comprising of 16 purposive samples (53.33%) ticked at scale point 7 (70%) as the correct answer to the question and the remaining 8 people (26.67%) selected scale point 6 for (60%) performance of the company; and the final score in the case of NIIT came to be 1.73 points for (69.20%) performance.

Q. No. # 19. : Concerns for environment, ecology, flora and fauna, national heritage, monuments, arts and culture - as a good corporate citizen.

- - (Weightage – 2.5 Points)

In case of **Infosys**, on 'concerns for environment, ecology etc. as a good corporate citizen', the majority of respondents numbering 22 (73.33%) converged at scale point 10 (for maximum, 100% performance) on this count, other one-tenth people numbering 3 (10%) opined at point 9 (90%) and the balance one-sixth respondents (numbering 5, 16.67%) went for scale point 8 for (80%) performance on this count; and the final score at pre-determined weightage points of 2.5 for this factor was calculated as 2.39 points signifying (95.60%) corporate performance in this case.

Wipro's corporate performance on above count could draw the majority of 21 respondents (70%) at scale point 10 (for maximum, 100% performance), other one-sixth people (numbering 5, 16.67%) picked up scale point 9 (90%) on this count and the balance 4 purposive samples (13.33%) selected scale point 8 for (80%) performance; and the final score for this question considering all the responses together was calculated as 2.39 points (95.60%) in this case.

TCS drew 2 respondents (6.67%) at scale point 9 (90%) for this performance factor, other 8 people (26.67%) marked at point 8 (80%), the majority of respondents numbering 16 (53.33%) opined at scale point 7 (70%) on this count and the remaining 4 people (13.33%) rated the company at scale point 6 for (60%) performance in this case. And, the overall response score was calculated as 1.82 points for (72.80%) performance at the above mentioned weightage.

In case of **Satyam Computer**, one-tenth of respondents (3 in numbers, 10%) opined at scale point 8 (80%), other 8 people (26.67%) opted for scale point 7 (70%) as their choice, the majority of respondents numbering 15 (50%)

converged at scale point 6 for (60%) corporate performance level on this count and the balance 4 persons (13.33%) arrived at scale point 5 for (50%) performance. The overall final score in this case was calculated as 1.58 points (63.20%) for this question / performance factor for Satyam.

For **HCL Technologies**, 4 people (13.33%) selected scale point 7 (70%) as their choice in this case, other 12 respondents (40%) went for scale point 6 (60%) as their choice and the majority of respondents numbering 14 (46.67%) arrived at scale point 5 signifying (50%) performance in this case. Further, the overall score points in this case was calculated as 1.42 points (56.80%) for company's corporate performance on this count.

And, one-sixth of respondents numbering 5 (16.67%) chose scale point 8 (80%) on this count for **NIIT**, the majority of respondents 14 in numbers (46.67%) converged at point 7 (70%) and the rest 11 people (36.67%) selected scale point 6 for (60%) performance for this factor; and the overall score points for corporate performance of NIIT on this count was calculated as 1.70 points signifying (68%) performance.

Strategy and Ability for Unforeseen Challenges

Q. No. # 20. : Company's strategy and ability to cope up with recession, policy changes, market shifting, major technological change(s) and unforeseen challenges / circumstances – directly affecting the financial performance.

- - (Weightage – 3 Points)

Infosys, on above corporate performance parameters, drew the majority of 24 respondents (80%) who rated the company on scale point 10 for (maximum, 100%) performance, other 4 people (13.33%) arrived at scale point 9 (90%) and the remaining 2 persons went for point 8 for (80%) performance of the company on this count; and the overall score at the pre-determined weightage of 3 points for this performance factor was calculated as 2.92 points signifying (97.33%) corporate performance in case of Infosys.

The majority of 21 respondents (70%) rated **Wipro** at scale point 10 for (maximum, 100%) performance, other 4 people (13.33%) opined at scale point 9 (90%) and the remaining one-sixth persons numbering 5 (16.67%) went for point 8 for (80%) performance of the company on this parameter; and the overall score in respect of Wipro was calculated as 2.86 points signifying (95.33%) organizational performance on this count.

For **TCS**, one-sixth people numbering 5 (16.67%) ticked at point 9 for (90%) performance, the majority of respondents numbering 14 (46.67%) converged at scale point 8 for (80%) performance and the remaining 11 respondents (36.67%) opined at scale point 7 for (70%) performance; and the overall score for TCS on this count was calculated as 2.34 points signifying (78%) organizational performance.

Satyam Computer got a rating at scale point 8 for (80%) performance on this count by one-fifth respondents numbering 6 (20%), other one-sixth people (numbering 5, 16.67%) selected scale point 7 for (70%) performance, the majority of 15 respondents (50%) converged at scale point 6 signifying (60%) performance and the balance 4 persons (13.33%) arrived at scale point 5 for (50%) performance rating; and the overall score in this case was calculated as 1.93 points indicating organizational performance of (64.33%) for this parameter.

In case of **HCL Technologies**, two lots of 4 people (13.33%) each opined at scale point 8 (for 80% performance) and scale point 7 (for 70% performance) respectively, the majority of respondents numbering 18 (60%) converged at point 6 (60%) and the balance 4 people (13.33%) ticked at scale point 5 for (50%) performance on this count; and the overall score for HCL was calculated as 1.88 points signifying (62.66%) performance.

And, for **NIIT**, a small lot of 2 people (6.67%) ticked at scale point 8 for (80%) performance, other 7 persons (23.33%) opined at scale point 7 for (70%) performance for this factor, the majority of 16 respondents (53.33%) rated it at scale point 6 for (60%) performance and the balance one-sixth people (5 numbers, 16.67%) thought that scale point 5 (50%) was the correct performance

level of NIIT on this count: and the overall score for this performance parameter was calculated as 1.86 points signifying (62%) performance of the company on this account.

Stage-II

6.3.1.3 Interpretation of the Final Scores : 'Corporate Culture' (Table-I)

'Corporate Culture' : C.U.C. Block's Scores

Q. No. # 1. : Business Environment - (Domestic / Local and Regional / Global)

(Technological, economic, products, competition, customers, markets, knowledge workers, investors, political, government, bureaucracy, infrastructures etc.) - (Weightage - 6 Points)

On the above cultural dimension related to various aspects of business environment, at a pre-determined weightage points of 6 and 30 respondents each in case of all the six selected IT companies, the highest mean score of 5.74 points (95.67%) came in favour of **Wipro** making it to occupy the **1st place** on this count. The closest follower in this case was **Infosys** which came at the **2nd place** with a score of 5.70 points (95%). In case of **TCS**, its overall score of 5.28 points (88%) put it at the **3rd slot**. **Satyam Computer** on above count scored 4.24 points (70.67%) and occupied the **4th place**. **NIIT** on this count scored 3.86 points (64.33%) occupying the **5th place** on the final list and **HCL Technologies** on this cultural factor scored 3.80 points (63.33%) and was **placed at the 6th** and the last place.

Q. No. # 2. : The Visionary Hero(es) / The Business Leader(s) / The Institution Builder(s).

(Their vision, stature, personality, strengths, conviction and beliefs in – shaping the values, image and culture of the organization, and striving for long term major performances.) - (Weightage - 10 Points)

Infosys on the above cultural factor **topped the list** with a mean score of 9.57 points (95.70%). The **closest runner up** in this case was **Wipro** with a mean score of 9.50 points (95%). **TCS** occupied the **3rd place** scoring 8.5 points (85%) on this count. **HCL Technologies** scored 6.53 points (65.30%) on this cultural factor and was placed at the **4th place**. **NIIT's** overall score of 6.40 points (64%) for this cultural characteristic put it on the **5th place** and **Satyam Computer** on above count had a mean score of 6.30 points (63%) and ended up occupying the **6th place**.

Q. No. # 3. : The Corporate Mantras – The Mission, Philosophy and Vision.

(The stated mission, philosophy and vision and their impacts on corporate's life and long term performances.) - (Weightage - 6 Points)

On the above corporate cultural factor - 'corporate mantras including the mission, philosophy and vision etc.', **Infosys** got the highest mean score of 5.8 points (96.67%) and got the **1st place**. **Wipro** on this count had a mean score of 5.72 points signifying (95.33%) level and thereby occupied the **2nd place**. **TCS** came **3rd** scoring overall 4.86 points (81%) on this count. **Satyam Computer** was a distant **4th** with 3.74 score points (62.33%). Very close to it was **HCL Technologies** at the **5th place** with a mean score of 3.72 points (62%) and **NIIT** on this cultural dimension had a mean score of 3.66 points (61%) and ended up occupying the **6th place** on this count.

Q. No. # 4. : The 'Core Values' / 'Key Beliefs', The 'Shared Values' and Behaviours .

(Corporate's key beliefs, 'core values', 'shared values', shaped behaviours, customs, traditions, the rites and the rituals, group harmony, team building, commitments, hard work, integrity, reputation, pride etc.)

- (Weightage - 6 Points)

On core values, corporate behaviours, traditions etc. counts at a weightage point of 6 for this cultural factor, **Infosys topped the list** with a mean

score of 5.70 points signifying (95%) level. The **closest runner up** in this case was **Wipro** with overall score of 5.65 points (94.17%) on this count. **TCS** occupied the **3rd place** by scoring 4.92 points (82%) in this case. **Satyam Computer** scored 3.80 points signifying (63.33%) for this cultural dimension and came at **4th place**. **HCL Technologies** on this count scored 3.73 points (62.17%) and was **5th** on the ladder. And, just behind it on the **6th place** was **NIIT** with a mean score of 3.70 points indication (61.67%) level for this cultural dimension.

Q. No. # 5. : A Scientific and Technological way of Life and Thinking.

(New ideas, innovations, quick absorption / adaptation, thrust on R & D and always getting ahead – in the fiercely competitive and fast changing world.)

- (Weightage - 4 Points)

On the above cultural factor – ‘a scientific and technological way of life and thinking and the related aspects’, **Infosys** got an overall rating of 3.77 points signifying (94.25%) level on this count and occupied the **top most slot**. **Wipro** came just **next to it** scoring 3.76 points (94%) in this case. **TCS** was at some distance at the **3rd place** by scoring 3.21 points at (80.25%) level. **HCL Technologies** occupied the **4th place** with an overall score of 2.88 points at (72%) level for this factor. The **5th place** was occupied by **NIIT** with a mean score of 2.53 points signifying (63.25%) level on this count, and **Satyam Computer** ended up at the **6th place** on the list with an overall score of 2.52 points indicating (63%) level for this dimension.

Q. No. # 6. : Communication, Openness, Trust, Freedom and Democratic Norms.

(The culture of openness, effective internal and external communications, information and knowledge sharing, trust, freedom and democratic norms.)

- (Weightage – 2.5 Points)

For above cultural dimensions at weightage points of 2.5 in this case, **Infosys** scored the highest overall rating of 2.39 points (95.60%) and thereby

occupied the **1st place**. **Wipro** on this count had a mean score of 2.28 points signifying (91.20%) level and got the **2nd place**. **NIIT** with a mean score of 2.05 points (82%) occupied the **3rd slot** on this count. **TCS** occupied the **4th place** with an overall rating of 2.03 points (81.20%). **Satyam Computer** got the **5th place** with mean score of 1.61 points (64.40%) and just behind it was **HCL Technologies** at the **6th place** scoring 1.60 points indicating (64%) level on this count.

Q. No. # 7. : Quality of Management, Professionalism, Human and Development Empowerment.

(Good management practices, professionalism, human - relations, human - development and empowerment being critical to the success. A wonderful technology creation needs equally wonderful management and people to manage, create, market and realize its full potential.)

- (Weightage - 6 Points)

Infosys, on the above cultural dimension at a weightage point of 6 for this question, got the **top most place** with the highest mean score of 5.78 points (96.33%). **Wipro** closely followed it and occupied the **2nd place** scoring overall 5.73 points (95.50%) in this case. **TCS** with an overall score of 5.02 points (83.67%) was **ranked 3rd** on the final list. **Satyam Computer** on this count had a mean score of 4.36 points signifying (72.67%) which placed it at the **4th place**. It was closely followed by **NIIT** which got the overall rating of 4.34 points (72.33%) on this count and occupied the **5th place** on the list. And, **HCL Technologies** on this cultural factor was **6th** and last on the list scoring 4.22 points (70.33%) in this case.

Q. No. # 8. : Human Capital, Talent and Intellectual Capital.

(The best and the brightest people, human development, human capital, talent and intellectual capital creation – being the critical factors for corporate success in the current ‘knowledge-era’.)

– (Weightage – 3 Points)

Infosys, on the above corporate culture characteristics and weightage points, got the highest mean score of 2.91 points (97%) and was **ranked 1st** among the six IT companies on this count. **Wipro** closely followed it and scored the **2nd highest** overall score of 2.90 points (96.67%) in this case. **TCS** got 2.43 score points (81%) on this count and **ranked 3rd**. In case of **NIIT**, the overall score points for this cultural element was 2.08 points (69.33%) making it to **rank 4th** on the final list. It was closely followed by **HCL Technologies** which got the overall score of 2.03 points (67.67%) on this count and **ranked 5th**. And, **Satyam Computer** with mean score of 2.00 points (66.67%) for this cultural factor came at the **6th place**.

Q. No. # 9. : Technology Creation, Innovations, a Constant Learning and Changing Organisation and Striving for Excellence - in the fast changing technological - scenario.

- (Weightage – 3 Points)

On the above cultural characteristics and weightage points, **Wipro** scored the highest mean score 2.91 points signifying (97%) level on this count and **came 1st** on the list. **Infosys** closely followed it by scoring 2.90 points (96.67%) came at the **2nd place**. **TCS** on this count got a mean score of 2.46 points (82%) and occupied the **3rd place**. For **HCL Technologies** the overall score points on this count was 2.23 points (74.33%) which placed it on the **4th place**. Next was **Satyam Computer** scoring 2.01 points (67%) in this case and **ranking 5th**. And, **NIIT** scored 1.86 points (62%) on this count and ended up occupying the **6th position**.

Q. No. # 10. : Global Vision, Global Operations and Excellence in Products, Services, Designs and Solutions, and Market Leadership.

(To realize the full potential of technology dominated new economy on a larger scale and to attain market leadership and competitive edge .)

- (Weightage – 5 Points)

Infosys, on above cultural dimension and weightage points, got the highest mean score of 4.90 points (98%) and **topped the list**. Next came **Wipro** at the **2nd place** by scoring 4.73 points (94.60%) on this count. **TCS** came **3rd** on the ladder by scoring 4.35 points (87%) in this case. In case of **HCL Technologies** on this cultural factor, its overall score of 3.72 points (74.40%) placed it on the **4th position**. For **Satyam Computer**, its mean score of 3.45 points signifying (69%) for this cultural dimension brought it to **5th position**. And, in case of **NIIT** on this count, the final score 3.05 points (61%) put it on the **6th** and last position.

Q. No. # 11. : Corporate Positioning, Global Communications, Corporate Image and Brand Building.

(Corporate positioning, promotions, aggressive marketing, global communications, corporate image and brand building, and constantly 'moving up the value chain' - which are vital for global success.)

-- (Weightage – 3.75 Points)

On the above cultural dimension and weightage points, **Infosys** got the highest mean score of 3.70 points signifying (98.67%) level on this count and occupied the **1st place**. **Wipro** closely followed it with an overall score of 3.66 points (97.60%) in this case and came at the **2nd place**. For **TCS**, its final score of 3.21 points (85.60%) on this count brought it to the **3rd place**. **Satyam Computer** got the mean score of 2.57 points (68.53%) for this cultural factor and occupied the **4th position** on the list. In case of **HCL Technologies**, its overall score of 2.35 points (62.67%) earned the **5th position** for HCL. And, **NIIT** ended up at the **6th place** by scoring 2.29 points (61.07%) on this count.

Q. No. # 12. : Quality of Work Life – People's Life, Work Environment, Compensation, Benefits, Equality, Justice, Welfare, Security and Use of Technology .

- - (Weightage – 3.75 Points)

Infosys, on the above cultural characteristics and weightage points, scored the highest mean score of 3.66 points signifying (97.60%) level on this count and thereby occupied the **1st place** among the six IT companies. **Wipro** occupied the **2nd place** by scoring overall 3.51 points signifying (93.60%) level for this factor. **TCS** came at the **3rd position** by scoring the mean value of 2.85 points (76%) in this case. **NIIT** got the **4th position** by scoring 2.59 points signifying (69.07%) level on this count. For **Satyam Computer**, its overall score of 2.35 points (62.67%) on this count placed it on the **5th position**. And, **HCL Technologies** which scored 2.30 points (61.33%) on this count, ended up at the **6th place**.

Q. No. # 13. : Physical Environment, Ambience and Infrastructures.

(Good physical facilities, lay-outs, ambience, environment, high-tech equipments, state of the art labs., library, canteen, recreational aids and use of technology to improve 'quality of work life' etc.)

-- (Weightage – 2.5 Points)

On above cultural dimension and weightage points, **Infosys** scored a mean value of 2.45 points signifying (98%) level on this count and **topped** the list. **Wipro** with an overall score of 2.39 points (95.60%) in this case **ranked 2nd**. For **TCS**, its mean score of 1.77 points (70.80%) for this factor placed it on the **3rd place**. **Satyam Computer** occupied the **4th place** by scoring 1.60 points signifying (64%) for this cultural dimension. **HCL Technologies** came **5th** on this count on the basis of its overall score points of 1.49 indicating (59.60%) level in this case. And, in case of **NIIT**, its mean score of 1.39 points (55.60%) put it on the **6th** and last place on this count.

Q. No. # 14. : Customer Care, Relations, Satisfaction, Quality Products and Services, Fair Price, Value for Money and Honouring Commitments.

(Good customer care and relations, quality products, support services and fair price, providing value for their money and satisfied customers - are the golden business doctrine and ultimate mantras for long term success.)

-- (Weightage – 5 Points)

Infosys, on the above cultural factor and weightage points, scored the highest mean value of 4.88 points signifying (97.60%) level and occupied the **1st place** on this basis. **Wipro** was the close **2nd** on this cultural dimension by scoring overall 4.76 points (95.20%) in this case. **Satyam Computer** on this count scored 3.37 points (67.40%) and came at the **3rd place**. In case of **TCS**, its overall score of 4.32 points (86.40%) for this factor put it on the **4th position**. **HCL Technologies** on this count got final score of 2.93 points (58.60%) and occupied the **5th place**. And, **NIIT** ended up occupying the **6th place** by scoring 2.80 points (56%) for this factor.

Q. No. # 15. : Believing in and upholding of – ‘Ethical and Moral Values’.

(Believing in and upholding ‘Ethical and Moral Values’ help organization shaping its image and personality, and gaining public confidence.)

-- (Weightage – 2.5 Points)

On ethical and moral values in corporate life and business practices, both **Infosys** and **Wipro** scored the mean value of 2.48 points each signifying (99.20%) level on this count and jointly occupied the **top places** on the scoreboard. **TCS** was **next** on the ladder by scoring overall 2.12 points (84.80%) on this count. **NIIT** was **next** on the list with overall score of 1.58 points (63.20%) in this case. **Satyam Computer** occupied the **next place** by scoring 1.55 points (62%) for this factor. **HCL Technologies** got the **last place** by scoring 1.43 points (57.20%) on this count.

Q. No. # 16. : Nurturing the Life Blood of Business through - Profitability, Growth, Financial Performance, Market Share and Value Creation.

(The life blood of business being - profitability, growth, good turnover and continued good financial performance, and company's / shareholders' value creation.)
-- (Weightage – 20 Points)

Wipro, on the above cultural dimension and weightage points, **topped** the scoreboard with highest mean score of 19.80 points signifying (99%) level for this factor. **Infosys** was the **closest follower** in this case by scoring the mean value of 19.67 points (98.35%) on this count. For **TCS**, its overall score of 16.13 points (80.65%) on this count placed it at the **3rd place**. Next on the ladder was **Satyam Computer** at the **4th place** with overall score of 14.27 points signifying (71.35%) for this cultural dimension. **HCL Technologies** on this cultural factor got overall score of 11.20 points (56%) and reached the **5th place**. And, in case of **NIIT** on this count, its mean score of 10.67 points (53.35%) put it on the **6th position**.

Q. No. # 17. : Corporate Dynamism, Timely Changes and Catching the 'Hot Next'.

(Dynamism, 'change agents' – existence / necessity of a built-in mechanism for effecting cultural and social changes, and adapting to technological and political changes for a vibrant organization and sustained growth and catching the 'Hot Next'.)
-- (Weightage – 3.5 Points)

Infosys, on above cultural dimension and weightage points, scored the highest mean value of 3.38 points signifying (96.57%) level in this case and occupied the **top most position** on the list. **Wipro** was the **closest follower** with overall score of 3.32 points (94.86%) in this case. For **TCS**, its final score 2.88 points (82.28%) placed it on the **3rd position** on this count. **Satyam Computer** occupied the **4th place** by scoring overall 2.50 points (71.43%) for cultural factor. **HCL Technologies** occupied the **5th position** by scoring overall 2.08 points (59.43%) for this factor. And, **NIIT** ended up at the **6th place** having scored overall 1.99 points (56.86%) on this count.

Q. No. # 18. : Growth and Competitiveness through - Mergers, Acquisitions, Downsizing, Rightsizing, Restructuring and Outsourcing.

(Faster growth through mergers and acquisitions, and attaining competitive edge through downsizing, rightsizing, restructuring and outsourcing – being business policies.)

-- (Weightage – 2.5 points)

Wipro, on the above cultural dimension and weightage points, occupied the **1st slot** on the scoreboard on the basis of highest mean score of 2.43 points signifying (97.20%) level for this factor. **Infosys** was the **closest runner up** having scored 2.42 points (96.80%) on this count. **TCS** occupied the **3rd place** by scoring overall 2.09 points (83.60%) for this factor. For **Satyam Computer**, its mean score of 1.61 points signifying (64.40%) for this cultural dimension put it on the **4th place**. **HCL Technologies** on this count came **5th** having scored overall 1.58 points signifying (63.20%) level. And, **NIIT** on this cultural factor got overall score of 1.45 points (58%) which put it at the **6th place**.

Q. No. # 19. : Concerns for Society, Local Community, Environment, Ecology and National Heritage, and as a Good Corporate Citizen.

(Concerns for society, local community, environment, ecology, flora and fauna, national heritage and monuments, arts and culture, and as a good corporate citizen.)

-- (Weightage – 2.5 points)

Infosys, on the above cultural dimension and weightage points, **topped the list** having scored mean value of 2.42 points indicating (96.80%) level for this factor. **Wipro** on this account was the **closest runner up** on the basis of overall score of 2.39 points (95.60%). **TCS** reached the **3rd place** with mean score of 1.90 points (68%) for this factor. Both **Satyam Computer** and **NIIT** on this cultural dimension scored mean value of 1.57 points indicating (62.80%) level in each case and jointly occupied the **next two positions** on the scoreboard. **HCL Technologies** with the overall score of 1.47 points (58.80%) for this factor came at the **last position**.

Q. No. # 20. : 'Partners in Progress Concept' - Concerns for Other Stakeholders - Suppliers, Service Providers, Government and others. - - (Weightage - 2.5 points)

On above cultural factor and weightage points, **Infosys** got the **topmost position** on the list scoring overall 2.42 points signifying (96.80%) level for this factor. **Wipro** was the **closest runner up** having scored mean value of 2.40 points signifying (96%) level on this count. **TCS** came **3rd** on the basis of overall score of 1.94 points (77.60%) for this dimension. **NIIT** occupied the **4th place** on the list scoring mean value of 1.60 points (64%) in this case. **Satyam Computer** occupied the **5th position** having scored mean value of 1.54 points (61.60%) on this count. And, **HCL Technologies** which scored mean value of 1.52 points (60.80%) on this count came at the **6th place**.

6.3.1.4 Interpretation of the Final Scores : 'Total Organisational Performance' (Table-II)

'Total Organisational Performance' (T.O.P.) : C.S.P. Blocks' Scores

Visionary Company and Global Dominance

Q. No. # 1. : A Visionary Company.

(Founders' long term vision, no short-termism, aspiring for major achievements, setting huge, long term goals and formidable tasks to perform, building strong, insular and exclusionary cultures which eventually lead them to top performance and global dominance.) - - (Weightage – 6 Points)

On the 'visionary company and related aspects' as one of the factors for 'total organizational performance' at weightage point of 6, **Infosys topped the list** by scoring overall 5.84 points signifying (97.33%) level on this count. **Wipro** was the **closest runner up** with a mean score of 5.82 points (97%) for this factor. For **TCS**, its overall score of 5.08 points (84.67%) placed it at the **3rd place**. **Satyam Computer** occupied the **4th position** having scored 4.08 points signifying (68%) level for this factor. **HCL Technologies** was **5th** on the

scoreboard with a mean score of 3.68 points (61.33%) in this case. And, **NIIT** on this count scored 3.56 points (59.33%) and got the **6th place**.

Corporate Heroes and Leadership

Q. No. # 2. : Top Management Leadership.

(Greatness of corporate heroes, leaders, top managers and their heroic and extraordinary deeds in building up the company, its culture and achieving global stature and exemplary performance.) - - (Weightage – 5 Points)

Infosys, on 'top management leadership quality and performance', occupied the **top most position** on the scoreboard with overall rating of 4.88 points signifying (97.60%) performance on this count. **Wipro's** corporate leaderships came **just next** to it with a mean score of 4.87 points (97.40%) in this case. **TCS** on this count scored 4.37 points (87.40%) and came on the **3rd place**. **Satyam Computer** was **4th** on the list with overall score of 3.53 points indicating (70.60%) performance level. **HCL Technologies** occupied the **5th place** with mean score of 3.40 points indicating (68%) company's corporate performance on this count. And, **NIIT** ended up scoring 3.10 points at (62%) performance level and was **last** on the scoreboard.

Corporate Image, Brand Value and Communications

Q. No. # 3. : Corporate Image, Brand Value, Global Positioning and Communications.

(Corporate Image, Personality, Charishma, Corporate Brand Value, Global Positioning and Communications.) - - (Weightage – 4 Points)

Infosys, on above performance parameters, got a mean score of 3.95 points signifying (98.75%) performance level and occupied the **top position**. **Closest runner up** was **Wipro** with an overall score of 3.91 points signifying (97.75%) performance in this case. **TCS** scored 3.40 points on this count at (85%) performance level and came **3rd**. **Satyam Computer** occupied the **4th place** with overall score of 2.72 points on this count indicating (68%)

performance level. **HCL Technologies** was 5th on the list having scored 2.63 points for (65.75%) performance on this count. And, **NIIT** scored overall 2.57 points for (64.25%) performance in this case and was placed at 6th position.

Management, Professionalism, Ethics and Transparency

Q. No. # 4. : Quality of Management, Systems and Processes

(Strategies, structures, systems and processes, professionalism, respect for values, ethical and moral practices, freedom and democratic norms, openness and trust, and belief in transparency.) - - (Weightage – 12 Points)

Wipro, on above corporate performance factor, got a mean score of 11.80 points signifying (98.33%) performance level and occupied the **top position**. **Infosys** was the **closest runner up** with a mean score of 11.68 points signifying (97.33%) performance level for this factor. **Next** on the scoreboard was **TCS** with an overall score of 9.88 points for (82.33%) corporate performance. **Satyam Computer** occupied the 4th place by scoring overall 8.24 points indicating (68.67%) corporate performance in this case. **HCL Technologies** came at the 5th place having scored 7.68 points for (64%) performance level on this count. And, for **NIIT**, its overall score 7.36 points (61.33%) in this case placed it at the **bottom** of the score list.

Physical Manifestations, Ambience and Extravaganzas

Q. No. # 5. : Physical environment, Infrastructures, Technology in Work Life, Corporate Extravaganzas and Celebrations.

(Quality of physical facilities, lay-outs, ambience, environment, corporate offices, world class development centers, high-tech. equipments, world class labs., R&D facilities, extensive use of technology in work life, library, canteen, gyms, recreational aids, corporate extravaganzas and celebrations.)

- - (Weightage – 3.5 Points)

Infosys, on the above organizational performance parameters and weightage points, **topped the list** with an overall score of 3.45 points signifying

(98.57%) performance level. **Wipro** occupied the **2nd position** scoring 3.34 points for (95.43%) performance in this case. For **TCS**, its mean score of 2.60 points in this case indicating (74.28%) corporate performance put it on the **3rd place**. **Satyam Computer** came **4th** scoring 2.15 points signifying (61.43%) performance level on this count. **NIIT** on this performance parameter scored 2.04 points at (58.28%) performance level and came at **5th place**. And, in case of **HCL Technologies**, its mean score of 2.03 points at (58%) performance level placed it on the **6th position**.

Products, Services and solutions

Q. No. # 6. : Quality of Products, Services and Solutions provided.

- - (Weightage – 7 Points)

Wipro, on above corporate performance factor and weightage points, got overall score of 6.84 point signifying (97.71%) performance level on this count and came at the **top place**. **Infosys** was the **closest runner** up with a mean score of 6.74 points indicating (96.28%) performance level in this case. **TCS** occupied the **3rd place** having scored 6.11 points on this count at (87.28%) performance level. **Satyam Computer** got overall score of 4.97 points for (71%) performance level and was placed at **4th position**. **HCL Technologies** got a mean score of 4.5 points on this count at (64.28 %) performance level and **came 5th**. And, for **NIIT**, its overall score of 4.13 points signifying (59%) corporate performance placed it at the **bottom** of score list.

Technological Manifestations and Innovations

Q. No. # 7. : Technological Excellence, Technology and Knowledge Creation, Constant Innovations, Research and Development, Getting Ahead and Catching the Hot Next.

- - (Weightage – 4 Points)

Wipro, on the above corporate performance parameters and weightage points, **topped the list** by scoring overall 3.87 points indicating (96.75%)

performance of the company. **Closest runner up** was **Infosys** in this case scoring overall 3.84 points at (96%) performance level. **TCS** in this case scored 3.35 points indicating (83.75%) performance of the company and occupied the **3rd place**. Next came **HCL Technologies** at the **4th place** scoring 2.92 points (73%) on this count. **Satyam Computer** occupied the **5th position** having scored 2.72 points signifying (68%) performance in this case. And, in case of **NIIT**, its overall score of 2.45 points at (61.25%) performance level place it at the **bottom** of the score list.

Global Operations, Competitiveness and Global Stature

Q. No. # 8. : Extent of Global Reach, Level of Operations, Global Competitiveness, Overseas Ventures / Centers, Acquiring Multinational Corporate (MNC) Stature and Infusing Global Cultures.
- - (Weightage – 5 Points)

Infosys, on above corporate performance parameter and weightage points, got an overall score of 4.87 points at (97.40%) performance level and **topped** the list. **Wipro** was the **closest runner up** scoring overall 4.78 points indicating (95.60%) corporate performance on this count. In case of **TCS**, the mean score was 4.23 points showing (84.60%) corporate performance which placed it on the **3rd position**. Next came **Satyam Computer** with score of 3.43 points signifying (68.60%) performance on this parameter and **ranking 4th**. **HCL Technologies** occupied the **5th place** having scored mean value of 3.07 points signifying (61.40%) performance level. And, **NIIT** with overall score of 2.90 points indicating (58%) organizational performance in this case occupied the **last position**.

Dynamism and Response to Change

Q. No. # 9. : Corporate dynamism and speed of response to change in the fast changing technological scenario as well as economic, competitive, political, policy related, social and Cultural changes.
- - (Weightage – 4.5 Points)

Infosys, on the above performance factor and weightage points, **topped** the score list with mean score of 4.35 points at (96.67%) performance level. **Wipro** was the **closest follower** scoring 4.29 points for (95.33%) corporate performance on this count. For **TCS**, its overall score of 3.45 points signifying (76.67%) corporate performance on above count brought it to **3rd position**. **Satyam Computer** occupied the **4th place** with overall score of 2.97 points signifying (66%) organizational performance. **HCL Technologies** on this count got an overall score of 2.77 points for (61.55%) corporate performance and **came 5th**. And, **NIIT** in this case scored 2.64 points for (58.67%) performance level and ended up occupying **last place** on the score list.

Human Development, Welfare and Quality of Work Life

Q. No. # 10. : Concerns for people / employees, fair compensation, job security, advancement opportunity, quality of HR practices, human development, empowerment, performance rewards, employees stock option plans (ESOPs), equality, justice and grievance handling, employees - management relationships and quality of work life (QWL).

- - (Weightage – 5 Points)

Infosys, on above corporate performance factor and weightage points, occupied the **1st place** on the score list by scoring overall 4.83 points signifying (96.60%) performance level. **Wipro** was the **closest runner up** having mean score of 4.82 points indicating (96.40%) corporate performance on this count. **TCS** came at **3rd place** scoring 4.17 points (83.40%) for this factor. **NIIT** came at **4th place** on this count scoring mean value of 3.28 points signifying (65.60%) corporate performance level. **Satyam Computer** with an overall score of 3.22 points for (64.40%) performance level **ranked 5th**. And, **HCL Technologies** ended up **last** on the score list with overall score of 3.00 points indicating (60%) corporate performance on this count.

Knowledge Capital and Talent Pool

Q. No. # 11. : Knowledge and intellectual capital creation, talent pool, depth and width of talent and ability to attract talent and potential employees. - - (Weightage – 4 Points)

Wipro, on above corporate performance parameters and weightage points, **topped** the score list by scoring mean value of 3.89 points signifying (97.25%) corporate performance on this count. **Infosys** was the **closest 2nd** having scored 3.87 points signifying (96.75%) corporate performance for this factor. In case of **TCS**, its mean score of 3.33 points signifying (83.25%) organizational performance brought it to **3rd place**. **HCL Technologies** came **4th** with an overall score of 2.80 points signifying (70%) performance on this count. **Satyam Computer** reached **5th place** having scored 2.73 points reflecting organizational performance of (68.25%) for this factor. And, **NIIT** on this count scored overall 2.49 points signifying (62.25%) performance level and occupied the **6th place**.

Customer Care and Satisfaction

Q. No. # 12. : Belief in and efforts towards customer care and satisfaction.

(Customer relationship management, satisfaction, understanding customers requirements, quality products and support services, fair price, value for money, honouring commitments.) - - (Weightage – 7 Points)

Infosys, on above performance factor and weightage points, **topped** the score list by scoring the highest mean value of 6.79 points signifying (97%) performance level. **Wipro** was the **closest runner up** with an overall score of 6.70 points indicating (95.71%) performance level on this count. **TCS** came **3rd** having scored 5.74 points signifying (82%) performance level in this case. For **Satyam Computer**, the overall score came to be 4.74 points signifying (67.71%) corporate performance for this factor which placed it on **4th position**. **HCL Technology** on this count got a mean score of 4.48 points signifying (64%)

performance level and was ranked 5th. And, **NIIT** on this count scored overall 4.20 points (60%) and was **last** on the score list.

Company's Growth

Q. No. # 13. : Company's growth performance – organic and in-organic in the last 5 years (1999–2004).

(Growth through – increased market share, new markets, diversifications, new investments, new ventures, mergers, acquisitions, overseas expansions etc.)

- - (Weightage – 4.5 Points)

Infosys, on the above performance parameters and weightage points, occupied the **top position** by scoring mean value of 4.32 points indicating (96%) corporate performance level. The **closest runner up Wipro** in this case scored 4.30 points signifying (95.55%) performance on this count. **TCS** came at **3rd place** by scoring overall 3.70 points (82.22%) on this account. **Satyam Computer** occupied the **4th position** on the basis of its mean score of 2.89 points (64.22%) for this factor. **HCL Technologies** was **5th** on the score list by scoring 2.73 points referring to (60.67%) performance level in this case. And, **NIIT** was **last** on the list with mean score of 2.62 points (58.22%) on this count.

Financial Performance

Q. No. # 14. : Consistent corporate and financial performance in the last 5 years (1999 – 2004).

(Turnover, profitability, returns on capital, profitability through downsizing, rightsizing, restructuring and outsourcing etc.) - - (Weightage – 10 Points)

On the above performance parameter and weightage points, **Infosys** was placed on the **top** of the **score list** on the basis of its mean score of 9.83 points signifying (98.30%) performance level in this case. **Wipro** was the **closest runner up** having scored overall 9.57 points indicating (95.70%) performance on this count. **TCS** came at the **3rd place** with overall score of 8.00 points for (80%) performance level in this case. **Satyam Computer** was **ranked 4th** with mean

score of 6.23 points signifying (62.30%) performance level on this count. For **HCL Technologies**, its mean score of 5.97 points indicating (59.70%) organizational performance placed it on the **5th position**. And, **NIIT** on this performance parameter got overall score of 5.67 (56.70%) and was placed at the **last position**.

Market Capitalization and Value Creation

No. # 15. : Company's market capitalization and value creation in the last 5 years (1999 – 2004).

(Market capitalization, company's value creation, performance of shares in markets, assets creation, reserves, value creation through downsizing, rightsizing, restructuring and outsourcing etc.) - - (Weightage – 4.5 Points)

Wipro, on above performance factor and weightage points, **came 1st** on the score list having scored the highest mean value of 4.44 point signifying (98.67%) performance level on this count. **Infosys** was the **closest follower** on this count with an overall score of 4.38 point indicating (97.33%) performance level in this case. **Next** on the score list was **TCS** having scored mean value of 3.49 points (77.55%) for this factor. **Satyam Computer** came at the **4th place** with score of 3.16 points (70.22%) for this performance factor. **HCL Technologies** was a distant **5th** scoring 2.73 points indicating (60.67 %) performance in this case. And, **NIIT** in this case occupied the **bottom position** with a score of 2.56 points signifying (56.89%) corporate performance level.

Investors / Shareholders

Q. No. # 16. : Returns to shareholders and shareholder value creation in the last 5 years (1999 – 2004).

(Earning per share, dividends, consistent performance of shares in the markets, investors choice and confidence in the company and shareholders value creation.) - - (Weightage – 3 Points)

Infosys, on the above performance parameter and weightage points, came **at the top** of scoreboard with its mean score of 2.91 points indicating (97%) corporate performance level. The **closest runner up** was **Wipro** which got overall score of 2.86 points indicating (95.33%) corporate performance on this account. **TCS** came at the **3rd place** having scored 2.24 points signifying (74.67%) performance of the company for this factor. **Satyam Computer** got **4th place** having scored 2.07 points signifying (69%) performance in this case. **HCL Technologies** scored overall 1.89 points (63%) and came at the **5th place**. And, in case of **NIIT**, the overall score of 1.46 points reflecting (48.67%) performance placed it on the **6th position**.

Other Stakeholders – Business Associates, Service Providers, Government

Q. No. # 17. : Partners in Progress and concerns and value for other stakeholders.

(Partners in progress concept and concerns and value for other stakeholders such as business associates, alliance partners, vendors, suppliers, service providers, distributors, government and the likes.) - - (Weightage – 3 Points)

Infosys, on above corporate performance parameter and weightage points, **topped** the score list on the basis of highest mean score of 2.88 points indicating (96%) corporate performance on this account. **Wipro** was the **closest follower** scoring overall 2.87 points indicating (95.67%) organisational performance for this factor. In case of **TCS**, its mean score of 2.29 points signifying (76.33%) corporate performance placed it on the **3rd position**. **Satyam Computer's** mean score of 1.99 points signifying (66.33%) performance level put it on the **4th place**. Next was **HCL Technologies** which **ranked 5th** on this count having scored overall 1.83 points signifying (61%) performance level. And, for **NIIT**, its overall score of 1.82 points signifying (60.67%) performance level placed it on the **6th** and last position in this case.

Social Responsiveness

Q. No. # 18. : Concerns for community, society, nation and the world at large – as a responsible corporate citizen.

(Concerns for local community, society, health and educational programmes, assistance, duties towards nation as tax payer, foreign exchange earner, employment generation, participation in economic development, providing technology and services to world community and overall behaviour as a responsible corporate citizen.) - - (Weightage – 2.5 Points)

Infosys, on the above performance parameter and weightage points, scored the highest mean value of 2.42 points signifying (96.80%) performance on this count and occupied the **1st position**. The **closest follower** was **Wipro** in this case having scored overall 2.41 points for (96.40%) performance for this factor. **TCS** occupied the **3rd place** at the overall score of 1.88 points signifying (75.20%) corporate performance on this count. Further, both **Satyam Computer** and **NIIT** jointly occupied the **next two slots** together having scored a mean score of 1.73 points each signifying (69.20%) organizational performance in both the cases on this count. And, **HCL Technologies** was the **last** on the score list with overall score of 1.50 points indicating (60%) organisational performance in this case.

Environmental Consciousness

Q. No. # 19. : Concerns for environment, ecology, flora and fauna, national heritage, monuments, arts and culture - as a good corporate citizen. - - (Weightage – 2.5 Points)

Both **Infosys** and **Wipro**, on the above performance factor and weightage points, jointly **occupied the first two slots** together by scoring mean value of 2.39 points each signifying (95.60%) corporate performance in both the cases. **TCS** came at the **3rd place** having scored overall 1.82 points indicating (72.80%)

performance level on this count. **NIIT** came 4th by scoring overall 1.70 points on this count signifying (68%) performance level. **Satyam Computer** scored overall 1.58 points (63.20%) for this performance factor and occupied the 5th place. **HCL Technologies** came at the last position having scored 1.42 points indicating (56.80%) corporate performance on this count.

Strategy and Ability for Unforeseen Challenges

Q. No. # 20. : Company's strategy and ability to cope up with recession, policy changes, market shifting, major technological change(s) and unforeseen challenges / circumstances – directly affecting the financial performance.

- - (Weightage – 3 Points)

Infosys, on above corporate performance parameters and weightage points, occupied the **top position** with a mean score of 2.92 points signifying (97.33%) corporate performance. **Closest runner up** in this case was **Wipro** with an overall score of 2.86 points signifying (95.33%) organizational performance on this count. **TCS** occupied 3rd position having scored 2.34 points signifying (78%) organizational performance. Next came **Satyam computer** scoring 1.93 points indicating organizational performance of (64.33%) for this parameter. **HCL Technologies** got the 5th position with mean score of 1.88 points signifying (62.66%) performance. And, **NIIT** was 6th on the score list with overall score of 1.86 points signifying (62%) performance on this count.

6.3.2 Interpretation of the Data Collected through the 'Weightage Questionnaire'

The data collected while administering the 'Weightage Questionnaire' (Annexure-D) were first processed and detailed data presented on two tables, one for 'corporate culture' on Table-VII (Annexure-K.1) and the other for 'total organizational performance' on Table-VIII (Annexure-K.2). It includes responses about 'weightage points' for various factors or dimensions presented in the form

of individual questions on both parts of the 'Main Questionnaire'. Thirty correct responses about individual question's weightage in respect of every question of both parts of the 'main questionnaire' were considered to decide appropriate weightage of each question which were earlier finalized at instrument development stage for both parts of the 'main questionnaire'. It has been discussed in details in the previous chapter on "Research Methodology".

The above detailed data were further processed, statistically analyzed and tested as described in the previous chapter and the mean scores of the responses for each question of the 'main questionnaire' were prepared in tabular forms for both parts of the 'main questionnaire' (part-I and part-II) separately and presented as 'final scores of weightage questionnaire' on Table-III (Annexure-H). The mean scores in respect of each question of the 'weightage questionnaire' were incorporated in the 'main questionnaire' before it was administered. Also, all the individual question's weightage were directly used for analysis and interpretation of the primary data collected through the 'main questionnaire'.

The data collected through the 'Weightage Questionnaire' and presented on the above three tables in the form of detailed data and final scores (mean values) are self-explanatory and were also discussed in the previous chapter adequately. However, a brief interpretation of the data collected through the 'weightage questionnaire' is presented below in two parts for both parts of this 'questionnaire'.

6.3.2.1 Interpretation of the Weightage Data (Part-I) : 'Corporate Culture' (Table-III and Table-VII)

Corporate Culture's - Elements' / Factors' Weightage Scores

Q. No. # 1. Business Environment : (Grouped Aspects / Items : 12 Nos.).

For the above cultural factor having 12 aspects or items within it and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 5.50 points, 1 person (3.33%) opined for 5.60 points, other 4 persons (13.33%)

went for 5.80 points, the majority of 16 respondents (53.33%) converged at 6 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 6.20 points, again 1 person (3.33%) gave it 6.40 points, and the balance 2 persons (6.67%) arrived at 6.50 weightage points for this factor. And, the **mean weightage score** for this cultural factor was calculated as **6 points** which became the final weightage for above question.

Q. No. # 2. The Visionary Hero(es) / The Business Leader(s) / The Institution Builder(s) : (Grouped Aspects / Items : 9 Nos.).

In case of above cultural factor consisting of 9 different aspects or items and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 10.50 points, 1 person (3.33%) opined for 10.40 points, other 4 persons (13.33%) went for 10.20 points, the majority of 16 respondents (53.33%) converged at 10 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 9.80 points, again 1 person (3.33%) gave it 9.60 points, and the balance 2 persons (6.67%) arrived at 9.50 weightage points for this factor. And, the **overall weightage score** for this cultural factor was calculated as **10 points** which became the final weightage for above question.

Q. No. # 3. The Corporate Mantras – The Mission, Philosophy and Vision : (Grouped Aspects / Items : 5 Nos.).

For above cultural factor having 5 aspects or items within it and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 5.50 points, 1 person (3.33%) opined for 5.60 points, other 4 persons (13.33%) went for 5.80 points, the majority of 16 respondents (53.33%) converged at 6 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 6.20 points, again 1 person (3.33%) gave it 6.40 points, and the balance 2 persons (6.67%) arrived at 6.50 weightage points for this factor. And, the **mean weightage score** for this cultural factor was calculated as **6 points** which became the final weightage for above question.

Q. No. # 4. The ' Core Values ' / 'Key Beliefs', The 'Shared Values' and Behaviours : (Grouped Aspects / Items : 7 Nos.).

In case of above cultural factor consisting of 7 different aspects or items and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 6.50 points, 1 person (3.33%) opined for 6.40 points, other 4 persons (13.33%) went for 6.20 points, the majority of 16 respondents (53.33%) converged at 6 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 5.80 points, again 1 person (3.33%) gave it 5.60 points, and the balance 2 persons (6.67%) arrived at 5.50 weightage points for this factor. And, the **overall weightage score** for this cultural factor was calculated as **6 points** which became the final weightage for above question.

Q. No. # 5. A Scientific and Technological way of Life and Thinking : Grouped Aspects / Items : 4 Nos.).

For above cultural factor having 4 aspects or items within it and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 3.50 points, 1 person (3.33%) opined for 3.60 points, other 4 persons (13.33%) went for 3.80 points, the majority of 16 respondents (53.33%) converged at 4 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 4.20 points, again 1 person (3.33%) gave it 4.40 points, and the balance 2 persons (6.67%) arrived at 4.50 weightage points for this factor. And, the **mean weightage score** for this cultural factor was calculated as **4 points** which became the final weightage for above question.

Q. No. # 6. Communication, Openness, Trust, Freedom and Democratic Norms : (Grouped Aspects / Items : 5 Nos.).

In case of above cultural factor consisting of 5 different aspects or items and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 3 points, 1 person (3.33%) opined for 2.90 points, other 4 persons (13.33%) went for 2.70 points, the majority of 16 respondents (53.33%) converged at 2.50

weightage points for this factor, other 4 people (13.33%) gave it a weightage of 2.30 points, again 1 person (3.33%) gave it 2.10 points, and the balance 2 persons (6.67%) arrived at 2 weightage points for this factor. And, the **overall weightage score** for this cultural factor was calculated as **2.50 points** which became the final weightage for above question.

Q. No. # 7. Quality of Management, Professionalism, Human Development and Empowerment : (Grouped Aspects / Items : 5 Nos.).

For above cultural factor having 5 aspects or items within it and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 5.50 points, 1 person (3.33%) opined for 5.60 points, other 4 persons (13.33%) went for 5.80 points, the majority of 16 respondents (53.33%) converged at 6 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 6.20 points, again 1 person (3.33%) gave it 6.40 points, and the balance 2 persons (6.67%) arrived at 6.50 weightage points for this factor. And, the **mean weightage score** for this cultural factor was calculated as **6 points** which became the final weightage for above question.

Q. No. # 8. Human Capital, Talent and Intellectual Capital : (Grouped Aspects / Items : 5 Nos.).

In case of above cultural factor consisting of 5 different aspects or items and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 3.50 points, 1 person (3.33%) opined for 3.40 points, other 4 persons (13.33%) went for 3.20 points, the majority of 16 respondents (53.33%) converged at 3 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 2.80 points, again 1 person (3.33%) gave it 2.60 points, and the balance 2 persons (6.67%) arrived at 2.50 weightage points for this factor. And, the **overall weightage score** for this cultural factor was calculated as **3 points** which became the final weightage for above question.

Q. No. # 9. Technology Creation, Innovations, a Constant Learning and Changing Organisation and Striving for Excellence – in the fast changing technological – scenario : (Grouped Aspects / Items : 5 Nos.).

For above cultural factor having 5 aspects or items within it and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 2.50 points, 1 person (3.33%) opined for 2.60 points, other 4 persons (13.33%) went for 2.80 points, the majority of 16 respondents (53.33%) converged at 3 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 3.20 points, again 1 person (3.33%) gave it 3.40 points, and the balance 2 persons (6.67%) arrived at 3.50 weightage points for this factor. And, the **mean weightage score** for this cultural factor was calculated as **3 points** which became the final weightage for above question.

Q. No. # 10. Global Vision, Global Operations and Excellence in Products, Services, Designs and Solutions, and Market Leadership : (Grouped Aspects / Items : 6 Nos.).

In case of above cultural factor consisting of 6 different aspects or items and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 5.50 points, 1 person (3.33%) opined for 5.40 points, other 4 persons (13.33%) went for 5.20 points, the majority of 16 respondents (53.33%) converged at 5 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 4.80 points, again 1 person (3.33%) gave it 4.60 points, and the balance 2 persons (6.67%) arrived at 4.50 weightage points for this factor. And, the **overall weightage score** for this cultural factor was calculated as **5 points** which became the final weightage for above question.

Q. No. # 11. Corporate Positioning, Global Communications, Corporate Image and Brand Building : (Grouped Aspects / Items : 5 Nos.).

For above cultural factor having 5 aspects or items within it and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 3.25 points, 1 person (3.33%) opined for 3.35 points, other 4 persons (13.33%) went for 3.55 points, the majority of 16 respondents (53.33%) converged at 3.75 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 3.95 points, again 1 person (3.33%) gave it 4.15 points, and the balance 2 persons (6.67%) arrived at 4.25 weightage points for this factor. And, the **mean weightage score** for this cultural factor was calculated as **3.75 points** which became the final weightage for above question.

Q. No. # 12. Quality of Work Life – People’s Life, Work Environment, Compensation, Benefits, Equality, Justice, Welfare, Security and Use of Technology : (Grouped Aspects / Items : 8 Nos.).

In case of above cultural factor consisting of 8 different aspects or items and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 4.25 points, 1 person (3.33%) opined for 4.15 points, other 4 persons (13.33%) went for 3.95 points, the majority of 16 respondents (53.33%) converged at 3.75 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 3.55 points, again 1 person (3.33%) gave it 3.35 points, and the balance 2 persons (6.67%) arrived at 3.25 weightage points for this factor. And, the **overall weightage score** for this cultural factor was calculated as **3.75 points** which became the final weightage for above question.

Q. No. # 13. Physical Environment, Ambience and Infrastructures : (Grouped Aspects / Items : 6 Nos.).

For above cultural factor having 6 aspects or items within it and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 2 points, 1 person (3.33%) opined for 2.10 points, other 4 persons (13.33%) went for 2.30 points, the majority of 16 respondents (53.33%) converged at 2.50 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 2.70 points, again 1 person (3.33%) gave it 2.90 points, and the balance 2

persons (6.67%) arrived at 3 weightage points for this factor. And, the **mean weightage score** for this cultural factor was calculated as **2.50 points** which became the final weightage for above question.

Q. No. # 14. Customer Care, Relations, Satisfaction, Quality Products and Services, Fair Price, Value for Money and Honouring Commitments : (Grouped Aspects / Items : 5 Nos.).

In case of above cultural factor consisting of 5 different aspects or items and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 5.50 points, 1 person (3.33%) opined for 5.40 points, other 4 persons (13.33%) went for 5.20 points, the majority of 16 respondents (53.33%) converged at 5 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 4.80 points, again 1 person (3.33%) gave it 4.60 points, and the balance 2 persons (6.67%) arrived at 4.50 weightage points for this factor. And, the **overall weightage score** for this cultural factor was calculated as **5 points** which became the final weightage for above question.

Q. No. # 15. Believing in and upholding of – ‘Ethical and Moral Values’: (Grouped Aspects / Items : 2 Nos.).

For above cultural factor having 2 aspects or items within it and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 2 points, 1 person (3.33%) opined for 2.10 points, other 4 persons (13.33%) went for 2.30 points, the majority of 16 respondents (53.33%) converged at 2.50 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 2.70 points, again 1 person (3.33%) gave it 2.90 points, and the balance 2 persons (6.67%) arrived at 3 weightage points for this factor. And, the **mean weightage score** for this cultural factor was calculated as **2.50 points** which became the final weightage for above question.

Q. No. # 16. Nurturing the Life Blood of Business through – Profitability, Growth, Financial Performance, Market Share and Value Creation : (Grouped Aspects / Items : 6 Nos.).

In case of above cultural factor consisting of 6 different aspects or items and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 20.50 points, 1 person (3.33%) opined for 20.40 points, other 4 persons (13.33%) went for 20.20 points, the majority of 16 respondents (53.33%) converged at 20 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 19.80 points, again 1 person (3.33%) gave it 19.60 points, and the balance 2 persons (6.67%) arrived at 19.50 weightage points for this factor. And, the **overall weightage score** for this cultural factor was calculated as **20 points** which became the final weightage for above question.

Q. No. # 17. Corporate Dynamism, Timely Changes and Catching the ‘Hot Next’: (Grouped Aspects / Items : 7 Nos.).

For above cultural factor having 7 aspects or items within it and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 3 points, 1 person (3.33%) opined for 3.10 points, other 4 persons (13.33%) went for 3.30 points, the majority of 16 respondents (53.33%) converged at 3.50 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 3.70 points, again 1 person (3.33%) gave it 3.90 points, and the balance 2 persons (6.67%) arrived at 4 weightage points for this factor. And, the **mean weightage score** for this cultural factor was calculated as **3.50 points** which became the final weightage for above question.

Q. No. # 18. Growth and Competitiveness through – Mergers, Acquisitions, Downsizing, Rightsizing, Reengineering, Restructuring and Outsourcing : (Grouped Aspects / Items : 3 Nos.).

In case of above cultural factor consisting of 3 different aspects or items and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a

weightage of 3 points, 1 person (3.33%) opined for 2.90 points, other 4 persons (13.33%) went for 2.70 points, the majority of 16 respondents (53.33%) converged at 2.50 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 2.30 points, again 1 person (3.33%) gave it 2.10 points, and the balance 2 persons (6.67%) arrived at 2 weightage points for this factor. And, the **overall weightage score** for this cultural factor was calculated as **2.50 points** which became the final weightage for above question.

Q. No. # 19. Concerns for Society, Local Community, Environment, Ecology and National Heritage, and as a Good Corporate Citizen : (Grouped Aspects / Items : 6 Nos.).

For above cultural factor having 6 aspects or items within it and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 2 points, 1 person (3.33%) opined for 2.10 points, other 4 persons (13.33%) went for 2.30 points, the majority of 16 respondents (53.33%) converged at 2.50 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 2.70 points, again 1 person (3.33%) gave it 2.90 points, and the balance 2 persons (6.67%) arrived at 3 weightage points for this factor. And, the **mean weightage score** for this cultural factor was calculated as **2.50 points** which became the final weightage for above question.

Q. No. # 20. 'Partners in Progress Concept' – Concerns for Other Stakeholders – Suppliers, Service Providers, Government and others : (Grouped Aspects / Items : 5 Nos.).

In case of above cultural factor consisting of 5 different aspects or items and out of a total of 30 purposive samples, 2 respondents (6.67%) gave it a weightage of 3 points, 1 person (3.33%) opined for 2.90 points, other 4 persons (13.33%) went for 2.70 points, the majority of 16 respondents (53.33%) converged at 2.50 weightage points for this factor, other 4 people (13.33%) gave it a weightage of 2.30 points, again 1 person (3.33%) gave it 2.10 points, and the balance 2 persons (6.67%) arrived at 2 weightage points for this factor. And, the

overall weightage score for this cultural factor was calculated as **2.50 points** which became the final weightage for above question.

6.3.2.2 Interpretation of the Weightage Data (Part-II) : 'Total Organisational Performance' – TOP (Table-III and Table-VIII)

Total Organisational Performance Factors' Weightage Scores

Q. No. # 1. A Visionary Company : (Grouped Aspects / Items : 5 Nos.).

For above corporate performance factor consisting of 5 different aspects or items and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 5.40 points, 2 persons (6.67%) opined for 5.50 points, other 5 persons (16.67%) went for 5.70 points, the majority of 14 respondents (46.67%) converged at 6 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 6.30 points, again 2 persons (6.67%) gave it 6.50 points, and the balance 1 person (3.33%) arrived at 6.60 weightage points for this factor. And, the **mean weightage score** for this organizational performance factor was calculated as **6 points** which became the final weightage for above question.

Q. No. # 2. Corporate Heroes and Top Management Leadership : (Grouped Aspects / Items.: 5 Nos.).

In case of above corporate performance factor having 5 aspects or items within it and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 5.60 points, 2 persons (6.67%) opined for 5.50 points, other 5 persons (16.67%) went for 5.30 points, the majority of 14 respondents (46.67%) converged at 5 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 4.70 points, again 2 persons (6.67%) gave it 4.50 points, and the balance 1 person (3.33%) arrived at 4.40 weightage points for this factor. And, the **overall weightage score** for this organizational performance factor was calculated as **5 points** which became the final weightage for above question.

Q. No. # 3. Corporate Image, Brand Value, Global Positioning and Communications : (Grouped Aspects / Items : 6 Nos.).

For above corporate performance factor consisting of 6 different aspects or items and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 3.40 points, 2 persons (6.67%) opined for 3.50 points, other 5 persons (16.67%) went for 3.70 points, the majority of 14 respondents (46.67%) converged at 4 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 4.30 points, again 2 persons (6.67%) gave it 4.50 points, and the balance 1 person (3.33%) arrived at 4.60 weightage points for this factor. And, the **mean weightage score** for this organizational performance factor was calculated as **4 points** which became the final weightage for above question.

Q. No. # 4. Quality of Management, Systems and Processes : (Grouped Aspects / Items : 9 Nos.).

In case of above corporate performance factor having 9 aspects or items within it and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 12.60 points, 2 person (6.67%) opined for 12.50 points, other 5 persons (16.67%) went for 12.30 points, the majority of 14 respondents (46.67%) converged at 12 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 11.70 points, again 2 persons (6.67%) gave it 11.50 points, and the balance 1 person (3.33%) arrived at 11.40 weightage points for this factor. And, the **overall weightage score** for this organizational performance factor was calculated as **12 points** which became the final weightage for above question.

Q. No. # 5. Physical environment, Infrastructures, Technology in Work Life, Corporate Extravaganzas and Celebrations Processes : (Grouped Aspects / Items : 8 Nos.).

For above corporate performance factor consisting of 8 different aspects or items and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 2.90 points, 2 person (6.67%) opined for 3 points, other 5 persons

(16.67%) went for 3.20 points, the majority of 14 respondents (46.67%) converged at 3.50 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 3.80 points, again 2 persons (6.67%) gave it 4 points, and the balance 1 person (3.33%) arrived at 4.10 weightage points for this factor. And, the **mean weightage score** for this organizational performance factor was calculated as **3.50 points** which became the final weightage for above question.

**Q. No. # 6. Quality of Products, Services and Solutions provided :
(Grouped Aspects / Items : 3 Nos.).**

In case of above corporate performance factor having 3 aspects or items within it and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 7.60 points, 2 person (6.67%) opined for 7.50 points, other 5 persons (16.67%) went for 7.30 points, the majority of 14 respondents (46.67%) converged at 7 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 6.70 points, again 2 persons (6.67%) gave it 6.50 points, and the balance 1 person (3.33%) arrived at 6.40 weightage points for this factor. And, the **overall weightage score** for this organizational performance factor was calculated as **7 points** which became the final weightage for above question.

Q. No. # 7. Technological Excellence, Technology and Knowledge Creation, Constant Innovations, Research and development, Getting Ahead and Catching the Hot Next : (Grouped Aspects / Items : 5 Nos.).

For above corporate performance factor consisting of 5 different aspects or items and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 3.40 points, 2 person (6.67%) opined for 3.50 points, other 5 persons (16.67%) went for 3.70 points, the majority of 14 respondents (46.67%) converged at 4 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 4.30 points, again 2 persons (6.67%) gave it 4.50 points, and the balance 1 person (3.33%) arrived at 4.60 weightage points for this factor. And,

the **mean weightage score** for this organizational performance factor was calculated as **4 points** which became the final weightage for above question.

Q. No. # 8. Extent of Global Reach, Level of Operations, Global Competitiveness, Overseas Ventures / Centers, Acquiring Multinational Corporate (MNC) Stature and Infusing Global Cultures : (Grouped Aspects / Items : 6 Nos.).

In case of above corporate performance factor having 6 aspects or items within it and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 5.60 points, 2 person (6.67%) opined for 5.50 points, other 5 persons (16.67%) went for 5.30 points, the majority of 14 respondents (46.67%) converged at 5 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 4.70 points, again 2 persons (6.67%) gave it 4.50 points, and the balance 1 person (3.33%) arrived at 4.40 weightage points for this factor. And, the **overall weightage score** for this organizational performance factor was calculated as **5 points** which became the final weightage for above question.

Q. No. # 9. Corporate dynamism and speed of response to change in the fast changing technological scenario as well as economic, competitive, political, policy related, social and Cultural changes : (Grouped Aspects / Items : 6 Nos.).

For above corporate performance factor consisting of 6 different aspects or items and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 3.90 points, 2 person (6.67%) opined for 4 points, other 5 persons (16.67%) went for 4.20 points, the majority of 14 respondents (46.67%) converged at 4.50 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 4.80 points, again 2 persons (6.67%) gave it 5 points, and the balance 1 person (3.33%) arrived at 5.10 weightage points for this factor. And, the **mean weightage score** for this organizational performance factor was calculated as **4.50 points** which became the final weightage for above question.

Q. No. # 10. Concerns for people / employees, fair compensation, job security, advancement opportunity, quality of HR practices, human development, empowerment, performance rewards, employees stock option plans (ESOPs), equality, justice and grievance handling, employees - management relationships and quality of work life (QWL) : (Grouped Aspects / Items : 11 Nos.).

In case of above corporate performance factor having 11 aspects or items within it and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 5.60 points, 2 person (6.67%) opined for 5.50 points, other 5 persons (16.67%) went for 5.30 points, the majority of 14 respondents (46.67%) converged at 5 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 4.70 points, again 2 persons (6.67%) gave it 4.50 points, and the balance 1 person (3.33%) arrived at 4.40 weightage points for this factor. And, the **overall weightage score** for this organizational performance factor was calculated as **5 points** which became the final weightage for above question.

Q. No. # 11. Knowledge and intellectual capital creation, talent pool, depth and width of talent and ability to attract talent and potential employees : (Grouped Aspects / Items : 5 Nos.).

For above corporate performance factor consisting of 5 different aspects or items and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 3.40 points, 2 person (6.67%) opined for 3.50 points, other 5 persons (16.67%) went for 3.70 points, the majority of 14 respondents (46.67%) converged at 4 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 4.30 points, again 2 persons (6.67%) gave it 4.50 points, and the balance 1 person (3.33%) arrived at 4.60 weightage points for this factor. And, the **mean weightage score** for this organizational performance factor was calculated as **4 points** which became the final weightage for above question.

**Q. No. # 12. Belief in and efforts towards customer care and satisfaction :
(Grouped Aspects / Items : 6 Nos.).**

In case of above corporate performance factor having 6 aspects or items within it and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 7.60 points, 2 person (6.67%) opined for 7.50 points, other 5 persons (16.67%) went for 7.30 points, the majority of 14 respondents (46.67%) converged at 7 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 6.70 points, again 2 persons (6.67%) gave it 6.50 points, and the balance 1 person (3.33%) arrived at 6.40 weightage points for this factor. And, the **overall weightage score** for this organizational performance factor was calculated as **7 points** which became the final weightage for above question.

Q. No. # 13. Company's growth performance – organic and in-organic in the last 5 years (1999 –2004) : (Grouped Aspects / Items : 6 Nos.).

For above corporate performance factor consisting of 6 different aspects or items and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 3.90 points, 2 person (6.67%) opined for 4 points, other 5 persons (16.67%) went for 4.20 points, the majority of 14 respondents (46.67%) converged at 4.50 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 4.80 points, again 2 persons (6.67%) gave it 5 points, and the balance 1 person (3.33%) arrived at 5.10 weightage points for this factor. And, the **mean weightage score** for this organizational performance factor was calculated as **4.50 points** which became the final weightage for above question.

Q. No. # 14. Consistent corporate and financial performance in the last 5 years (1999 – 2004) : (Grouped Aspects / Items : 4 Nos.).

In case of above corporate performance factor having 4 aspects or items within it and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 10.60 points, 2 person (6.67%) opined for 10.50 points, other 5

persons (16.67%) went for 10.30 points, the majority of 14 respondents (46.67%) converged at 10 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 9.70 points, again 2 persons (6.67%) gave it 9.50 points, and the balance 1 person (3.33%) arrived at 9.40 weightage points for this factor. And, the **overall weightage score** for this organizational performance factor was calculated as **10 points** which became the final weightage for above question.

Q. No. # 15. Company's market capitalization, performance of shares and consistence value creation in the last 5 years (1999 – 2004) : (Grouped Aspects / Items : 7 Nos.).

For above corporate performance factor consisting of 7 different aspects or items and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 3.90 points, 2 person (6.67%) opined for 4 points, other 5 persons (16.67%) went for 4.20 points, the majority of 14 respondents (46.67%) converged at 4.50 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 4.80 points, again 2 persons (6.67%) gave it 5 points, and the balance 1 person (3.33%) arrived at 5.10 weightage points for this factor. And, the **mean weightage score** for this organizational performance factor was calculated as **4.50 points** which became the final weightage for above question.

Q. No. # 16. Returns to general shareholders and shareholders value creation in the last 5 years (1999 – 2004) : (Grouped Aspects / Items : 4 Nos.).

In case of above corporate performance factor having 4 aspects or items within it and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 3.60 points, 2 person (6.67%) opined for 3.50 points, other 5 persons (16.67%) went for 3.30 points, the majority of 14 respondents (46.67%) converged at 3 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 2.70 points, again 2 persons (6.67%) gave it 2.50 points, and the balance 1 person (3.33%) arrived at 2.40 weightage points for this factor. And,

the **overall weightage score** for this organizational performance factor was calculated as **3 points** which became the final weightage for above question.

Q. No. # 17. Partners in progress, concerns and value for other stakeholders and as a caring corporate citizen) : (Grouped Aspects / Items : 5 Nos.).

For above corporate performance factor consisting of 5 different aspects or items and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 2.40 points, 2 person (6.67%) opined for 2.50 points, other 5 persons (16.67%) went for 2.70 points, the majority of 14 respondents (46.67%) converged at 3 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 3.30 points, again 2 persons (6.67%) gave it 3.50 points, and the balance 1 person (3.33%) arrived at 3.60 weightage points for this factor. And, the **mean weightage score** for this organizational performance factor was calculated as **3 points** which became the final weightage for above question.

Q. No. # 18. Social Responsiveness - Concerns for community, society, nation and the world at large – as a responsible corporate citizen : (Grouped Aspects / Items : 7 Nos.).

In case of above corporate performance factor having 7 aspects or items within it and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 3.10 points, 2 person (6.67%) opined for 3 points, other 5 persons (16.67%) went for 2.80 points, the majority of 14 respondents (46.67%) converged at 2.50 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 2.20 points, again 2 persons (6.67%) gave it 2 points, and the balance 1 person (3.33%) arrived at 1.90 weightage points for this factor. And, the **overall weightage score** for this organizational performance factor was calculated as **2.50 points** which became the final weightage for above question.

Q. No. # 19. Environmental Consciousness - Concerns for environment, ecology, flora and fauna, national heritage, monuments, arts and culture - as an enlightened and good corporate citizen : (Grouped Aspects / Items : 5 Nos.).

For above corporate performance factor consisting of 5 different aspects or items and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 1.90 points, 2 person (6.67%) opined for 2 points, other 5 persons (16.67%) went for 2.20 points, the majority of 14 respondents (46.67%) converged at 2.50 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 2.80 points, again 2 persons (6.67%) gave it 3 points, and the balance 1 person (3.33%) arrived at 3.10 weightage points for this factor. And, the **mean weightage score** for this organizational performance factor was calculated as **2.50 points** which became the final weightage for above question.

Q. No. # 20. Company's strategies and ability to cope up with recession, policy changes, market shifting, major technological change(s) and unforeseen challenges / circumstances – directly affecting the financial performance : (Grouped Aspects / Items : 6 Nos.).

In case of above corporate performance factor having 6 aspects or items within it and out of a total of 30 purposive samples, 1 respondent (3.33%) gave it a weightage of 3.60 points, 2 person (6.67%) opined for 3.50 points, other 5 persons (16.67%) went for 3.30 points, the majority of 14 respondents (46.67%) converged at 3 weightage points for this factor, other 5 people (16.67%) gave it a weightage of 2.70 points, again 2 persons (6.67%) gave it 2.50 points, and the balance 1 person (3.33%) arrived at 2.40 weightage points for this factor. And, the **overall weightage score** for this organizational performance factor was calculated as **3 points** which became the final weightage for above question.

6.3.3 Interpretation of the Data Collected Trough the 'Company's Performance Classification Questionnaire'

The final data collected while administering 'Company's Performance Classification Questionnaire' (Annexure-E) are presented in tabular form on Table-IV : Final Scores of Company's Performance Classification Questionnaire (Annexure-I). They have been prepared on the basis of thirty correct responses in this case. The respondents were given various options for each performance parameter or attribute to choose from. The final results were based on the majority of the respondents choosing a particular option for each question or parameter. In this case 'simple majority' was the basis for arriving at final scores. It has also been described in details in the previous chapter on 'Research Methodology'. Now, a brief interpretation of the data collected through this 'questionnaire' is presented under the following sub-heading.

6.3.3.1 Interpretation of the Collected Data : (Table-IV)

In this case, for **company's performance level of (85 to 100%)**, the majority of 21 respondents (70%) ticked at '**excellent**' and the majority of 22 people (73.33%) found it '**acceptable**'.

For **company's performance level of (75 to 85%)**, the majority of 23 respondents (76.67%) opined at '**very strong**' and the majority of 24 people (80%) found it '**acceptable**'.

For **company's performance level of (60 to 75%)**, the majority of 24 respondents (80%) arrived at '**strong**' and the majority of 25 people (83.33%) found it '**acceptable**'.

For **company's performance level of (50 to 60%)**, the majority of 20 respondents (66.67%) ticked at '**positive**' and the majority of 25 people (83.33%) found it '**acceptable**'.

For **company's performance level of (45 to 50%)**, the majority of 19 respondents (63.33%) arrived at '**average**' and the majority of 23 people (76.67%) found it '**unacceptable**'.

And, for **company's performance level of (below 45%)**, the majority of 25 respondents (83.33%) opined at '**weak**' and the majority of 24 people (80%) found it '**unacceptable**'.

6.3.4 Interpretation of 'Main Questionnaire's Data' as per 'Research Model'

6.3.4.1 Introduction

The basic idea of designing and constructing the **State-of-the-Art 'Research Model'** for this study was to obtain appropriate and adequate 'primary data' regarding various factors / dimensions of 'corporate culture' and 'total organizational performance' of the six selected Indian IT companies through the specially designed 'main questionnaire' to test the 'hypothesis' and to bring out the facts and figures about these companies, and to make recommendations as per the research findings. These steps are described in details in the previous chapter on 'Research Methodology' (chapter-V).

The interpretation of the large amount of 'primary data' obtained through the 'main questionnaire' in respect of individual factors / dimensions of 'corporate culture' and 'total organizational performance' pertaining to each of the six IT companies has already been carried out in details in this chapter under appropriate headings. They have also been tabulated and presented on the basis of the 'research model' as discussed earlier in this chapter. However, the further interpretation of these basic data in the light of the research model's contents is required to fulfill the research objectives.

This will be done in two steps : **Step-I** involves interpretation of '**research model's contents and data**' presented on **Table-IX (Annexure-L)**. And, **step-II**

includes interpretation of the data pertaining to '**corporate culture**', '**corporate segmental performances**' and '**total organizational performance**' of the six selected IT companies presented on **Table-X (Annexure-M.1)**, **Table-XI (Annexure-M.2)** and **Table-XII (Annexure-M.3)** respectively. The required data interpretation is presented in the foregoing paragraphs / sub-headings.

Step-I

6.3.4.2 Interpretation of 'Research Model's Contents and Data' : (Table-IX)

The '**Research Model**' contains '**eight different study blocks**'- first block contains '**corporate umbrella culture**' - (C.U.C.), six intermediate blocks are meant for '**corporate segmental performance**' - (C.S.P.-I to IV) and the last block represent '**total organizational performance**' - (T.O.P.). The first and the last blocks representing **C.U.C. and T.O.P. blocks** bear maximum **100 points each**; whereas the six intermediate blocks representing '**corporate segmental performances**' - (C.S.P.-I to IV) bear maximum **15, 20, 20, 25, 5 and 15 points respectively**. Their significance in this research study along with explanations have already been discussed in details in the previous chapter on '**Research Methodology**' under appropriate heading and sub-headings (5.5, 5.5.1, 5.5.1.1 and 5.5.5.2).

Step-II

6.3.4.3 Interpretation of 'Research Model's Detailed Data' : (Table-X, Table-XI and Table-XII)

The interpretation of the detailed data drawn from the '**primary data**' obtained through administration of the '**main questionnaire**' and processed and presented on the above three tables on the basis of '**research model**' are being done in three stages under the following three sub-headings :

6.3.4.3.1 Corporate Umbrella Culture (C.U.C.) – Elements and Factors : C.U.C. Scores : (Max. Score Points – 100) : Tables-X

The data presented on above table-X (Annexure-M.1) have been drawn from the 'final scores of main questionnaire – part-I : corporate culture blocks' scores presented on table-I' and 'detailed data on this count presented on table-V' in respect of all the six selected IT companies for this study. The data on this table (table-X) represents the **overall scores of various elements and factors of corporate cultures** in respect of the six selected IT companies separately. It also presents the instant comparison of their individual corporate culture's strengths with each other on the maximum 100 points basis in each case. Thus, **these data instantly represent their cultural strengths in percentage basis also.**

Here, **corporate culture's overall scores on maximum 100 points** basis in respect of **Infosys** was found to be **96.90 points (96.90%)** – the highest, next was **Wipro** which got **96.06 points (96.06%)**, followed by **TCS** which reached **82.27 points (82.27%)**, **Satyam Computer** got **66.96 points (66.96%)**, **HCL Technologies** arrived at **62.81 points (62.81%)**, and the score for **NIIT** on this count was found to be **61.46 points (61.46%)** – bringing it at the 6th place. Also, while comparing their individual culture's strengths with each other, the same ratings on points basis as well as in percentage prevail and their order remains the same.

6.3.4.3.2 Corporate's Block Wise Segmental Performances : (C.S.P.-I to C.S.P.-VI) : (Max. Score Points – 100 : The Sum Total of Six Blocks) : Table-XI

The data on table-XI (Annexure-M.2) represents the individual scores of each of the six performance blocks (CSP-I to CSP-VI) for all the six selected IT companies separately. And, the sum total of these six blocks makes the 'total organizational performance - T.O.P.' of each company as explained earlier. Also, as per the 'research model' and the methodology adopted to define and construct

these 'six corporate performance blocks' as discussed in the previous chapter on 'Research Methodology', each of the six performance blocks appearing on this table contains the question numbers, their individual maximum score points and their sum-total as the maximum score points of each performance blocks as :

First block, C.S.P.–I, represents '**Corporate's Intangibles Performances - C.I.P.**', such as, vision, leadership, image, personality and brand value performances. It is based on - Q. Nos. 1, 2 and 3 of the 'main questionnaire - part-II' with maximum scores of 6, 5 and 4 points respectively; and thus, making an overall maximum score of 15 points for this performance block.

Second block, C.S.P.–II, represents '**Management, Systems and Processes Performances - M.S.P.**', such as, quality of management, strategies, structures, systems, processes, corporate dynamism, professionalism, transparency, ethics and quality of work life etc. performances. It is based on - Q. Nos. 4, 5 and 9 of the 'main questionnaire - part-II' having maximum scores of 12, 3.5 and 4.5 points respectively; and thus, making an overall maximum score of 20 points for this performance block.

Third block, C.S.P.–III, represents '**Products, Services, Technology, Innovation, Knowledge and Quality Performances - P.S.Q.**'. It is based on - Q. Nos. 6, 7, 8 and 11 of the 'main questionnaire - part-II' with maximum scores of 7, 4, 5 and 4 points respectively; and thus, making an overall maximum score of 20 points for this performance block.

Fourth block, C.S.P.–IV, represents '**Financial, Growth, Profitability, Value Creation and Strategy for Crisis and Unforeseens etc. Performances - F.G.V.P.**'. It is based on - Q. Nos. 13, 14, 15, 16 and 20 of the 'main questionnaire - part-II' having maximum scores of 4.5, 10, 4.5, 3 and 3 points respectively; and thus, making an overall maximum score of 25 points for this performance block.

Fifth block, C.S.P.–V, represents '**Social and Environmental Performances - S.E.P.**', such as, community, larger society, national heritage,

environment and ecology etc. performances. It is based on - Q. Nos. 18 and 19 of the 'main questionnaire - part-II' with maximum scores of 2.5 and 2.5 points respectively; and thus, making an overall maximum score of 5 points for this performance block.

And, the **sixth block, C.S.P.–VI**, represents '**Employees, Customers and Other Stakeholders Performances - E.C.O.S.P.**', such as, company employees, customers, business associates, suppliers, service providers and other stakeholders etc. performances. It is based on - Q. Nos. 10, 12 and 17 of the 'main questionnaire - part-II' having maximum scores of 5, 7 and 3 points respectively; and thus, making an overall maximum score of 15 points for this performance block.

Further, the processed data presented on the above table-XI have been drawn from the 'primary data' presented on three different tables, such as, table-II (final scores of corporate performance), table-VI (detailed scores of total organizational performance) and table-IV (final scores of weightage pertaining to questions on total organizational performance).

And, ***the interpretation of the data presented on this table (table-XI)*** is being done for each of the six performance blocks separately in the foregoing paragraphs :

C.S.P.–I : 'Corporate's Intangibles' Performance - C.I.P.' - maximum score - 15 points : Infosys scored the highest 14.67 points (97.80%) for this performance block. Wipro was the closest follower on the score-list with 14.60 points (97.33%). TCS got 12.85 points (85.67%) on this count and occupied the 3rd place. Satyam Computer occupied the 4th position scoring 10.33 points (68.87%). HCL Technologies was the 5th on the ladder having scored 9.71 points (64.73%). And, NIIT came at the sixth place on the score-list with scoring 9.23 points (61.53%) on this count.

C.S.P.–II : 'Management, Systems and Processes Performance - M.S.P.' - maximum score - 20 points : Infosys scored the highest 19.48 points (97.40%) on this count and occupied the 1st position. Next on the ladder was

Wipro with a score of 19.43 points (97.15%). TCS scored 15.93 points (79.65%) for this performance block and occupied the 3rd position. Satyam computer on this count scored 13.36 points (66.80%) and reached 4th position on the score list. HCL Technologies scored 12.48 points (62.40%) and came at the 5th position. And, NIIT closely followed it and ended up at 6th position having scored 12.04 points (60.20%) on this count.

C.S.P.–III : ‘Products, Services, Knowledge and Quality Performance - P.S.Q.’ - maximum score - 20 points : Wipro topped the score-list by scoring 19.38 points (96.90%) on this count. The closest runner up was Infosys with a score of 19.32 points (96.60 %). The third place was occupied by TCS with a score of 17.02 points (85.10%). Satyam Computer scored 13.85 points (69.25%) and came at the 4th place. HCL Technologies got 13.29 points (66.45%) for this performance block and occupied the 5th place on the list. And, the 6th place went to NIIT which scored 11.97 points (59.85%) on this count.

C.S.P.–IV : ‘Financial, Growth and Value Creation Performance - F.G.V.P.’ - maximum score - 25 points : Infosys scored 24.36 points (97.44%) for this performance block and topped the score-list. Wipro was the closest runner up in this case which scored 24.03 points (96.12%). The 3rd place on the score-list went to TCS with a score of 19.77 points (79.08%) on this count. Satyam Computer came at the 4th place having scored 16.28 points (65.12%). HCL Technologies scored 15.20 points (60.80%) on this count and reached the 5th place. And, NIIT came at the 6th position having scored 14.17 points (56.68%) for this block.

C.S.P.–V : ‘Social and Environmental Performance’ - S.E.P.’ - maximum score - 5 points : In this case Infosys scored the highest 4.81 points (96.20%) and occupied the 1st position. Wipro was the closest runner up having scored 4.80 points (96%) on this count. TCS came 3rd on the score-list with a score of 3.70 points (74%) on this count. For NIIT, its score of 3.43 points (68.60%) on this count placed it at the 4th position. Satyam Computer scored

3.31 points (66.20%) and reached the 5th place. And, HCL Technologies scored 2.92 points (58.40%) on this count and occupied the 6th and the last position.

And, C.S.P.-VI : ‘Employees, Customers and Other Stakeholders Performance - E.C.O.S.P.’ - maximum score - 15 points : Infosys for this performance block scored the highest 14.50 points (96.67%) and occupied the top most position. Wipro was the closest runner up with a score of 14.39 points (95.93%) on this count. TCS came at the 3rd place having scored 12.20 points (81.33%) on this count. Satyam Computer occupied the 4th place by scoring 9.95 points (66.33%) for this performance block. HCL Technologies scored 9.31 points (62.07%) and reached the 5th place on the score-list. And, NIIT closely followed it and ended up scoring 9.30 points (62%) and occupied the 6th place.

6.3.4.3.3 Company’s Total Organisational Performance – (T.O.P.) : T.O.P. Block Score : The Sum Total of All Segmental Performance Blocks - (C.S.P.-I to C.S.P.-VI) : (Max. Score Points – 100) : Table-XII

The data on table-XII (Annexure-M.3) represents the overall scores signifying ‘total organizational performance’ of each company. It is the **sum total of all the ‘six corporate performance blocks - (CSP-I to CSP-VI)’** on overall **100 points** basis in respect of each of the six selected IT companies placed on the table separately. It also facilitates instant comparison of their ‘total organizational performance’ with each other. An interpretation of these data will give a more clear picture of the same.

And, the interpretation of the ‘total organizational performance data’ presented on this table (table-XII) signifying ‘company’s overall performance as the sum total of multifaceted corporate performances’ in respect of the six selected IT companies, on maximum score points of 100 for each, is being done separately in the following paragraphs :

Infosys, on the total organizational performance count, got the highest score of **97.14 points signifying (97.14%)** level of organizational performance, and thus, occupied the 1st position.

Wipro, the closest runner up in this case, scored **96.63 points indicating (96.63%)** level of organizational performance, and stood 2nd on this count.

TCS, on this count, scored **81.47 points indicating (81.47%)** level of organizational performance, and occupied the 3rd position on this count.

Satyam Computer occupied the 4th position on this count, having scored **67.08 points signifying (67.08 %)** level of organizational performance.

HCL Technologies came next occupying 5th position, and having scored **62.91 points indicating (62.91%)** level of organizational performance.

And, **NIIT**, on total organizational performance count, scored **60.14 points signifying (60.14 %)** level of organizational performance, and hence, occupied the 6th and the last position.

CHAPTER-VII

RELATIONSHIP BETWEEN CORPORATE CULTURE AND TOTAL ORGANIZATIONAL PERFORMANCE IN INDIAN IT COMPANIES (INDUSTRY)

CHAPTER-VII : RELATIONSHIP BETWEEN CORPORATE CULTURE AND TOTAL ORGANIZATIONAL PERFORMANCE IN INDIAN IT COMPANIES (INDUSTRY)

7.0 Introduction

This chapter has been mainly devoted to establishing various types of relationships between the two major factors - 'corporate culture' and 'total organizational performance' in information technology (IT) companies in India. This exercise simultaneously brings out comparisons and rankings of the six selected Indian IT companies on various counts. Besides, the 'Hypothesis' and various enunciations under it have also been tested subsequently on the basis of these relationships, rankings and results (discussed in Chapter-VIII). And, all these outcomes taken together, they further enabled the researcher to arrive at the research findings, drawing conclusions, and making recommendations and suitable suggestions, which have been given separately in the last chapter (Chapter-IX).

The process of establishing the various relationships between 'corporate culture' and 'total organizational performance' in this chapter has formed the very basis of this research study. It has been done on the basis of the large amount of 'primary data' obtained and explained in the previous chapters on 'Research Methodology' (Chapter-V) and followed by 'Tabulation, Analysis and Interpretation of Data' (Chapter-VI). For this purpose the 'primary data', as obtained and explained earlier, were further processed and presented in various new forms as per the requirements of the 'Research Model' and to facilitate testing of the 'Research Hypothesis'. This new arrangements of the data under

different headings have been presented on seven tables : Table–XIII through Table-XIX (Annexure-N.1 through Annexure-N.7). And, the data on these tables also present comparisons and rankings of the six selected Indian IT companies on various counts. It has finally helped in arriving at the research findings, drawing conclusions and making recommendations as indicated earlier.

7.1 Relationship Between ‘Corporate Culture’ and ‘Total Organizational Performance’ in Indian IT Companies (Industry)

The relationship between the two major factors of corporate life - ‘corporate culture’ and ‘total organizational performance’ has been established on the basis of the ground study of the ‘corporate cultures’ and ‘total organizational performances’ of the six selected leading Indian IT companies – Infosys, Wipro, Tata Consultancy services (TCS), Satyam Computer, HCL Technologies and NIIT. The methodology and methods adopted, tools and techniques etc. developed for this purpose and used in the study, and collection and interpretation of the ‘primary data’ collected for this study have been described in details in the previous two chapters (chapter-V and VI). Now, these ‘primary data’ have been further processed and rearranged on seven new tables : Table–XIII to Table-XIX (Annexure-N.1 to Annexure-N.7) especially designed to serve the purpose of establishing this ‘relationship’. These tables also present various comparisons and rankings of these six IT companies on various counts and factors related to them.

Also, while carrying out interpretation of the ‘research model’s detailed data’ (Table-X, Table-XI and Table-XII) vide sub-heading 6.3.4.3; ‘Corporate Umbrella Culture - (C.U.C.)’ data (Tables-X) interpretation under sub-heading 6.3.4.3.1; ‘Corporate’s Block Wise Segmental Performances - (C.S.P.-I to C.S.P.-VI)’ data (Table-XI) interpretation under sub-heading 6.3.4.3.2; and that of ‘Company’s Total Organisational Performance – (T.O.P.)’ data (Table-XII) under sub-heading 6.3.4.3.3, in the previous chapter on ‘Tabulation, Analysis and Interpretation of data’ (chapter-VI) – certain relationships among these three

parameters as well as company-wise various comparisons and rankings on the basis of these data have already been established which are evident and can be readily referred.

7.1.1 Comparing C.U.C. and T.O.P. Values / Index : Table–XIII (Annexure-N.1) : (Maximum 100 Points for each - C.U.C. and T.O.P.).

Infosys, on 'corporate culture' (C.U.C.) count, got the highest score of 96.90 points (96.90%) ranking 1st on the list. And, on 'total organizational performance' (T.O.P.) parameter, **Infosys** was again the topper with the highest score of 97.14 points (97.14%).

Wipro was the closest runner up on C.U.C. count, having scored 96.06 points (96.06%). And, on 'total organizational performance' (T.O.P.) parameter, **Wipro** again was the closest 2nd with the next best score of 96.63 points (96.63%).

Tata Consultancy Services (TCS) occupied 3rd place on account of its corporate culture's score of 82.27 points (82.27%). And, on 'total organizational performance' (T.O.P.) parameter, **TCS** again got the 3rd place having scored 81.47 points (81.47%).

In case of **Satyam Computer**, its C.U.C. score of 66.96 points (66.96%) placed it on the 4th position. And, **Satyam's** score on account of its T.O.P. parameter came to be 67.08 points (67.08%) putting it again on the 4th place.

For **HCL Technologies**, its C.U.C. score of 62.81 points (62.81%) brought it to the 5th position. And, **HCL Technologies'** 'total organizational performance' (T.O.P.) parameter's score of 62.91 points ((62.91%) also placed it again on the 5th position.

And, **NIIT's** score of 61.46 points (61.46%) on its 'corporate culture' (C.U.C.) count placed it on the 6th and last position. Also, **NIIT's** score of 60.14 points (60.14%) on account of its 'total organizational performance' (T.O.P.) parameter put it again on the 6th and last place on the score list.

7.1.2 Formulation of : 'C.C.T.O.P. INDEX' : 'Corporate Culture' and 'Total Organizational Performance Value Rating' : Table-XIV (Annexure-N.2).

On this table, the formulation of a 'C.C.T.O.P. INDEX', which in fact is a ratio of 'corporate culture' (C.U.C.) and 'total organizational performance' (T.O.P.), has been presented and described. It can also be presented in mathematical way as : ***(C.U.C.) / (T.O.P.) → (A Ratio to Give) → (C.C.T.O.P. INDEX)***. The need to formulate this 'C.C.T.O.P. INDEX' is to represent both – the 'C.U.C. Value' and the 'T.O.P. Value' of a 'corporate' or a 'business entity' together with the help of 'a ratio' of these two values, in order to establish 'correlation' between them. It may henceforth be called the 'RATIO TWINS', which will be derived subsequently. This ratio will also exhibit an instant comparison and correlation between these two major dimensions (C.U.C. and T.O.P.) of a corporate or a business entity. Thus, it will be used in the present study to establish 'correlation' between these two dimensions and to represent them together instantly.

The procedure to formulate the 'C.C.T.O.P. INDEX' : Let, the C.U.C. VALUE / INDEX (Corporate Culture's Strengths or, Corporate Umbrella Culture Values) be 'VALUE XXX' (i.e. **Let, C.U.C. VALUE = 'XXX'**). Also, let, the T.O.P., or, C.O.P. VALUE / INDEX (Total Organisational Performance Value or, Corporate Overall Performance Value) be 'VALUE YYY' (i.e. **Let, T.O.P. VALUE = 'YYY'**). Further, let, **A RATIO OF : C.U.C. / T.O.P. = $Z^{CUC} : Z^{TOP}$** . Thus, the **CORRELATION : C.C.T.O.P. INDEX = C.U.C. / T.O.P. (A RATIO) = $Z^{CUC} : Z^{TOP}$** .

Hence, The Result :

$$\begin{aligned} \text{C.C.T.O.P. INDEX} &= Z^{CUC} : Z^{TOP} \text{ (A RATIO)} \\ \text{OR, C.U.C. / T.O.P. (A RATIO)} &= Z^{CUC} : Z^{TOP} \end{aligned}$$

7.1.2.1 Explanations of 'C.C.T.O.P. INDEX'

- **THE C.C.T.O.P. INDEX = C.U.C. / T.O.P. (A RATIO) :** It gives an instant comparison and correlation between 'Corporate Culture' - (C.U.C.) Value / Index and 'Total Organizational Performance' - (T.O.P.) Value / Index of the 'corporate' or the 'business entity' under consideration.
- **THE C.C.T.O.P. INDEX = $Z^{CUC} : Z^{TOP}$ (A RATIO) :** It instantly reveals the inherent 'cultural and leadership strengths (or weaknesses)' and 'total organizational good (or bad) performance' of the company in a very precise way.
- **THE IMPORTANCE OF THE RATIO VALUE, OR, THE 'RATIO TWINS' $Z^{CUC} : Z^{TOP}$:** It will be a quite useful tool which can be used for projecting corporate strengths (or revealing weaknesses) intended at various interested parties, such as, investors, stock markets, stock brokers, rating agencies, customers, employees, potential employees, business associations, mergers, acquisitions, banks, overseas partners, government, policy makers, community, society, and management itself to take corrective actions in the wanting areas, and also for general public, service providers and host of other stakeholders.
- **ALSO, THE 'RATIO TWINS' $Z^{CUC} : Z^{TOP}$ AS A POWERFUL MANAGEMENT TOOL :** It has got all the possibility of becoming a 'POWERFUL AND REVOLUTIONARY MANAGEMENT TOOL IN THE FORM OF 'A RATIO TWINS' :

$Z^{CUC} : Z^{TOP}$, due to its versatility and important business applications.

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$$\text{C.C.T.O.P. INDEX} = \text{C.U.C.} / \text{T.O.P} = Z^{CUC} : Z^{TOP}$$

7.1.3 Establishing Correlations Between – C.U.C. and T.O.P. - to obtain the C.C.T.O.P. Index (as per Table–XIV) : Table-XV (Annexure-N.3) : On the basis of : C.C.T.O.P. INDEX = $Z^{CUC} : Z^{TOP}$ (A RATIO).

In this sub-heading, the 'corporate culture value' (C.U.C. Value / Index : Z^{CUC}), the 'total organisational performance value' (T.O.P. Value / Index : Z^{TOP}), and the presentation of these two dimensions together in the form of **C.C.T.O.P. VALUE / INDEX = $Z^{CUC} : Z^{TOP}$ (THE 'RATIO TWINS')** for their instant comparison in respect of all the six selected Indian IT companies are being presented on the basis of the data available on Table-XV and also on Table-XIII (as already discussed above in sub-para 7.1.1). And, the rankings of the companies on these three counts are also being done. Moreover, the classification of their scores for 'corporate culture' - (C.U.C.) and 'total organizational performance' - (T.O.P.) together in the form of **C.C.T.O.P. VALUE / INDEX**, on the basis of the 'final scores of company's performance rating and classification data / results' presented on Table-IV (Annexure-I), are also being done simultaneously.

Infosys : In this case, the 'corporate culture value' (C.U.C. Value) on a maximum 100 points basis was found to be the highest on the list which was 96.90 points (96.90%) i.e. $Z^{CUC} = 96.90$. The 'total organizational performance value' (T.O.P. Value) on a maximum 100 points basis was again found to be the highest on the list which was 97.14 points (97.14%) i.e. $Z^{TOP} = 97.14$. And, thus, the **C.C.T.O.P. Value / Index = $Z^{CUC} : Z^{TOP} = Z^{96.90} : Z^{97.14}$** together as the 'Ratio

Twins', have placed **Infosys'** performance on both counts in the category – **'Excellent'** and at the **1st place** on the list.

Wipro : The 'corporate culture value' (C.U.C. Value) was found to be the 2nd highest on the list which was 96.06 points (96.06%) i.e. $Z^{CUC} = 96.06$. The 'total organizational performance value' (T.O.P. Value) was again found to be the 2nd highest on the list which was 96.63 points (96.63%) i.e. $Z^{TOP} = 96.63$. And, thus, the **C.C.T.O.P. Value / Index** = $Z^{CUC} : Z^{TOP} = Z^{96.06} : Z^{96.63}$ together as the **'Ratio Twins'**, have placed **Wipro's** performance on both counts in the category – **'Excellent'** and at the **2nd place** on the list.

Tata Consultancy Services (TCS) : The 'corporate culture value' (C.U.C. Value) was found to be the 3rd highest on the list which was 82.27 points (82.27%) i.e. $Z^{CUC} = 82.27$. The 'total organizational performance value' (T.O.P. Value) was again found to be the 3rd highest on the list which was 81.47 points (81.47%) i.e. $Z^{TOP} = 81.47$. And, thus, the **C.C.T.O.P. Value / Index** = $Z^{CUC} : Z^{TOP} = Z^{82.27} : Z^{81.47}$ together as the **'Ratio Twins'**, have placed **TCS'** performance on both counts in the category – **'Very Strong'** and at the **3rd place** on the list.

Satyam Computer : In this case, the 'corporate culture value' (C.U.C. Value) was found to be at the 4th place on the list which was 66.96 points (66.96%) i.e. $Z^{CUC} = 66.96$. The 'total organizational performance value' (T.O.P. Value) was again found to be at the 4th place on the list which was 67.08 points (67.08%) i.e. $Z^{TOP} = 67.08$. And, thus, the **C.C.T.O.P. Value / Index** = $Z^{CUC} : Z^{TOP} = Z^{66.96} : Z^{67.08}$ together as the **'Ratio Twins'**, have placed **Satyam Computer's** performance on both counts in the category – **'Strong'** and at the **4th place** on the list.

HCL Technologies : Its 'corporate culture value' (C.U.C. Value) was found to be at the 5th place on the list which was 62.81 points (62.81%) i.e. $Z^{CUC} = 62.81$. The 'total organizational performance value' (T.O.P. Value) was again found to be at the 5th place on the list which was 62.91 points (62.91%) i.e. $Z^{TOP} = 62.91$. And, thus, the **C.C.T.O.P. Value / Index** = $Z^{CUC} : Z^{TOP} = Z^{62.81} : Z^{62.91}$

together as the '**Ratio Twins**', have placed **HCL Technologies**' performance on both counts in the category – '**Strong**' and at the **5th place** on the list.

NIIT : Its 'corporate culture value' (C.U.C. Value) was found to be at the 6th and the last place on the list which was 61.46 points (61.46%) i.e. $Z^{CUC} = 61.46$. The 'total organizational performance value' (T.O.P. Value) was again found to be at the 6th and the last place on the list which was 60.14 points (60.14%) i.e. $Z^{TOP} = 60.14$. And, thus, the **C.C.T.O.P. Value / Index** = $Z^{CUC} : Z^{TOP} = Z^{61.46} : Z^{60.14}$ together as the '**Ratio Twins**', have placed **NIIT's** performance on both counts in the category – '**Strong**' and at the **6th and the last place** on the list.

7.1.4 Ranking of the Companies by Corporate's Cultural Strengths - (C.U.C.) : Table-XVI (Annexure-N.4).

This table (Table-XVI) contains 'final scores of corporate culture values or strengths' - (C.U.C. Values) on maximum 100 points basis in respect of all the six selected IT companies (also discussed earlier in the relevant context). It also presents corporate culture's performance (C.U.C.) class or category company wise on the basis of the 'final scores of company's performance rating and classification data / results' presented on Table-IV (Annexure-I).

Infosys, on the basis of these data / results, got the highest score of 96.90 points (96.90%) as its 'C.U.C. Value', was placed in the '**Excellent**' category, and **ranked 1st** on the list.

Wipro, on its 'C.U.C. Value' count, scored the closest second highest score of 96.06 points (96.06%), was also placed in the '**Excellent**' category, and **ranked 2nd**.

Tata Consultancy services (TCS), on this count (C.U.C. Value), scored 82.27 points (82.27%) which was the 3rd highest, was placed in the '**Very Strong**' category, and thereby **ranked 3rd** on the list.

Satyam Computer came 4th on the basis of 'C.U.C. Value' score of 66.96 points (66.96%), was placed in the '**Strong**' category on this count, and thus, occupied the 4th position on the final list.

HCL Technologies, in this case scored 62.81 points (62.81%) as its 'C.U.C. Value' which was 5th highest, was placed in the '**Strong**' category on this basis, and thereby, occupied the 5th place on the list.

NIIT was the last on the list (at 6th place) on 'C.U.C. Value' count, which was 61.46 points (61.46%), was placed in the '**Strong**' category on this basis, and thus, it was placed at the bottom 6th position.

7.1.5 Ranking of the Companies by Total Organizational Performance - (T.O.P.) : Table-XVII (Annexure-N.5).

In this case, Table-XVII presents 'final scores of total organizational performance' - (T.O.P. Values) on maximum 100 points basis in respect of all the six selected IT companies (also discussed previously in the relevant context). It also presents 'total organizational performance' (T.O.P.) class or category company wise on the basis of the 'final scores of company's performance rating and classification data / results' presented on Table-IV (Annexure-I).

Infosys, on the basis of these data / results, got the highest score of 97.14 points (97.14%) as its 'T.O.P. Value', was placed in the '**Excellent**' category, and ranked 1st on the list.

Wipro, on its 'T.O.P. Value' count, scored the closest second highest score of 96.63 points (96.63%), was also placed in the '**Excellent**' category, and ranked 2nd.

Tata Consultancy Services (TCS), on this count (T.O.P. Value), scored 81.47 points (81.47%) which was the 3rd highest, was placed in the '**Very Strong**' category, and thereby ranked 3rd on the list.

Satyam Computer came 4th on the basis of 'T.O.P. Value' score of 67.08 points (67.08%), was placed in the '**Strong**' category on this count, and thus, occupied the **4th position** on the final list.

HCL Technologies, in this case scored 62.91 points (62.91%) as its 'T.O.P. Value' which was 5th highest, was placed in the '**Strong**' category on this basis, and thereby, occupied the **5th place** on the list.

NIIT was the last on the list (at 6th place) on 'T.O.P. Value' count, which was 60.14 points (60.14%), was placed in the '**Strong**' category on this basis, and thus, it was placed at the bottom **6th position**.

7.1.6 Correlation Between C.U.C. and T.O.P., and Ranking by the 'TWIN RATIO' – $Z^{CUC} : Z^{TOP}$ - (C.C.T.O.P.) : Table-XVIII (Annexure-N.6).

AND,

7.1.7 Analysis of Correlations Between Corporate Cultures and Their Total Organisational Performance : Table-XIX (Annexure-N.7).

In above two cases, the former heading (based on table-XVIII) deals with the correlation between C.U.C. and T.O.P. as well as ranking and classification of the companies under study on the basis of 'Twin Ratio' data. The 'Twin Ratio' represents 'corporate culture's strengths' - (C.U.C. Values) and 'total organizational performance scores' – (T.O.P. Values) and also establishes the extent of correlations between these two major dimensions. And, the latter heading (based on table-XIX) presents the final analysis of correlation between individual company's 'corporate culture' and 'total organizational performance' while comparing the results of their 'corporate culture's strengths' vis-a-vis 'total organisational performance scores'. In fact the data of the latter (on table-XIX) is an extension of the data of the former (on table-VIII). Hence, the interrelated data on both these tables are being explained and analyzed under above two sub-headings (7.1.6 and 7.1.7) together to serve the purpose in totality.

In the first case, Table-XVIII contains the individual C.C.T.O.P. INDEX / VALUE company wise in respect of all the six IT companies. The C.C.T.O.P. Index represents a 'Twin Ratio' which in turn contains the 'C.U.C. Value' and 'T.O.P. Value' as : ***C.C.T.O.P. INDEX = $Z^{CUC} : Z^{TOP}$ (A RATIO)***. Here, the correlation between 'corporate culture' (C.U.C. Value) and 'total organizational performance' (T.O.P. Value) in case of each company has been established and the extent of the difference between these two major dimensions has also been determined separately and presented on the table. Also, the rankings of the six IT companies on the basis of their respective 'Twin Ratios' or 'C.C.T.O.P. Values' have also been carried out. Simultaneously, the classification or categorization of these companies on the basis of their respective 'C.C.T.O.P. Values' has also been done as per the 'company's performance rating and classification data / results' presented on Table-IV (Annexure-I).

And, in the second case, the data and results presented on Table-XIX which is an extension of the data and results presented on the previous table (Table-XVIII), the final analysis of correlation between 'corporate culture' – (C.U.C.) and 'total organizational performance' – (T.O.P.) in case of each company has been done separately, with deriving some additional data / results using the C.U.C. and T.O.P. values for this purpose.

7.1.8 Explanations of the Correlations, Rankings, Classifications and the Final Analysis - Company Wise

Infosys : The value of the 'C.C.T.O.P. INDEX' represented by the 'Twin Ratio' came to be $Z^{CUC} : Z^{TOP} = 96.90 : 97.14$. The difference between Infosys' 'T.O.P. Value' and 'C.U.C. Value' was found to be 0.24 points (Positive). It conveys that company's 'total organization performance' (T.O.P. Value) as compared to its 'corporate culture' (C.U.C. Value) i.e. (T.O.P. Value – C.U.C. Value) was higher by 0.24 points on 100 points basis. It also signifies that this difference of 0.24 points between the values of these two major dimensions (T.O.P. and C.U.C.) with respect to company's 'corporate culture value' (C.U.C.

Value) on percentage basis, i.e. $(T.O.P. - C.U.C.) / (C.U.C.)$ (%), results into manifestation of **company's 'total organizational performance' - (T.O.P. Value) being 0.25% (Higher) than its 'corporate culture' (C.U.C. Strengths).** Thus, it establishes the fact that **company's culture and overall organizational performance were moving in tandem, and its organisational performance was rather found to be 0.25% higher than its cultural and internal strengths.** Also, **Infosys**, on the basis of its **C.C.T.O.P. INDEX** or the '**TWIN RATIO**' ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (**C.U.C. and T.O.P.**), the company got the **overall ranking of 1st** on the list and was classified in '**Excellent**' category.

Wipro : The value of the '**C.C.T.O.P. INDEX**' represented by the '**Twin Ratio**' came to be $Z^{CUC} : Z^{TOP} = 96.06 / 96.63$. The difference between **Wipro's** '**T.O.P. Value**' and '**C.U.C. Value**' was found to be 0.57 points (Positive). It reflects that company's '**total organization performance**' (**T.O.P. Value**) as compared to its '**corporate culture**' (**C.U.C. Value**) i.e. $(T.O.P. Value - C.U.C. Value)$ was higher by 0.57 points on 100 points basis. It also signifies that this difference of 0.57 points between the values of these two major dimensions (**T.O.P. and C.U.C.**) with respect to company's '**corporate culture value**' (**C.U.C. Value**) on percentage basis, i.e. $(T.O.P. - C.U.C.) / (C.U.C.)$ (%), results into manifestation of **company's 'total organizational performance' - (T.O.P. Value) being 0.59% (Higher) than its 'corporate culture' (C.U.C. Strengths).** Thus, it establishes the fact that **company's culture and overall organizational performance were moving in tandem, and its organisational performance was rather found to be 0.59% higher than its cultural and internal strengths.** Also, **Wipro**, on the basis of its **C.C.T.O.P. INDEX** or the '**TWIN RATIO**' ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (**C.U.C. and T.O.P.**), the company got the **overall ranking of 2nd** on the list and was classified in '**Excellent**' category.

Tata Consultancy Services (TCS) : In this case, the value of the '**C.C.T.O.P. INDEX**' represented by the '**Twin Ratio**' came to be $Z^{CUC} : Z^{TOP} = 82.27 / 81.47$. The difference between **TCS** '**T.O.P. Value**' and '**C.U.C. Value**'

was found to be 0.80 points (Negative). It conveys that company's 'total organization performance' (T.O.P. Value) as compared to its 'corporate culture' (C.U.C. Value) i.e. (T.O.P. Value – C.U.C. Value) was lower by 0.80 points on 100 points basis. It also signifies that this difference of 0.80 points between the values of these two major dimensions (T.O.P. and C.U.C.) with respect to company's 'corporate culture value' (C.U.C. Value) on percentage basis, i.e. $(T.O.P. - C.U.C.) / (C.U.C.) (\%)$, results into manifestation of **company's 'total organizational performance' - (T.O.P. Value) being 0.97 % (Lower) than its 'corporate culture' (C.U.C. Strengths)**. Thus, it establishes the fact that **company's culture and overall organizational performance both were moving together to a greater extent. However, its organisational performance was found to be 0.97% lower than its cultural and internal strengths, which also indicates that the company was under performing.** Also, TCS, on the basis of its **C.C.T.O.P. INDEX** or the '**TWIN RATIO**' ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (**C.U.C. and T.O.P.**), the company got the **overall ranking of 3rd** on the list and was classified in '**Very Strong**' category.

Satyam Computer : The value of the '**C.C.T.O.P. INDEX**' represented by the '**Twin Ratio**' came to be $Z^{CUC} : Z^{TOP} = 66.96 / 67.08$. The difference between **Satyam's** 'T.O.P. Value' and 'C.U.C. Value' was found to be 0.12 points (Positive). It conveys that company's 'total organization performance' (T.O.P. Value) as compared to its 'corporate culture' (C.U.C. Value) i.e. (T.O.P. Value – C.U.C. Value) was higher by 0.12 points on 100 points basis. It also signifies that this difference of 0.12 points between the values of these two major dimensions (T.O.P. and C.U.C.) with respect to company's 'corporate culture value' (C.U.C. Value) on percentage basis, i.e. $(T.O.P. - C.U.C.) / (C.U.C.) (\%)$, results into manifestation of **company's 'total organizational performance' - (T.O.P. Value) being 0.18% (Higher) than its 'corporate culture' (C.U.C. Strengths)**. Thus, it establishes the fact that **company's culture and overall organizational performance were moving in tandem, and its organisational performance was rather found to be 0.18% higher than its cultural and internal strengths.**

Also, **Satyam Computer**, on the basis of its **C.C.T.O.P. INDEX** or the '**TWIN RATIO**' ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (**C.U.C. and T.O.P.**), the company got the **overall ranking of 4th** on the list and was classified in '**Strong**' category.

HCL Technologies : The value of the '**C.C.T.O.P. INDEX**' represented by the '**Twin Ratio**' came to be $Z^{CUC} : Z^{TOP} = 62.81 / 62.91$. The difference between **HCL Technologies**' 'T.O.P. Value' and 'C.U.C. Value' was found to be 0.10 points (Positive). It conveys that company's 'total organization performance' (T.O.P. Value) as compared to its 'corporate culture' (C.U.C. Value) i.e. (T.O.P. Value – C.U.C. Value) was higher by 0.10 points on 100 points basis. It also signifies that this difference of 0.10 points between the values of these two major dimensions (T.O.P. and C.U.C.) with respect to company's 'corporate culture value' (C.U.C. Value) on percentage basis, i.e. $(T.O.P. - C.U.C.) / (C.U.C.) (\%)$, results into manifestation of **company's 'total organizational performance' - (T.O.P. Value) being 0.16% (Higher) than its 'corporate culture' (C.U.C. Strengths)**. Thus, it establishes the fact that **company's culture and overall organizational performance were moving in tandem, and its organisational performance was rather found to be 0.16% higher than its cultural and internal strengths**. Also, **HCL Technologies**, on the basis of its **C.C.T.O.P. INDEX** or the '**TWIN RATIO**' ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (**C.U.C. and T.O.P.**), the company got the **overall ranking of 5th** on the list and was classified in '**Strong**' category.

NIIT : In this case, the value of the '**C.C.T.O.P. INDEX**' represented by the '**Twin Ratio**' came to be $Z^{CUC} : Z^{TOP} = 61.46 / 60.14$. The difference between **NIIT's** 'T.O.P. Value' and 'C.U.C. Value' was found to be 1.32 points (Negative). It conveys that company's 'total organization performance' (T.O.P. Value) as compared to its 'corporate culture' (C.U.C. Value) i.e. (T.O.P. Value – C.U.C. Value) was lower by 1.32 points on 100 points basis. It also signifies that this difference of 1.32 points between the values of these two major dimensions (T.O.P. and C.U.C.) with respect to company's 'corporate culture value' (C.U.C. Value) on percentage basis, i.e. $(T.O.P. - C.U.C.) / (C.U.C.) (\%)$, results into

manifestation of company's 'total organizational performance' - (T.O.P. Value) being 2.15% (Lower) than its 'corporate culture' (C.U.C. Strengths). Thus, it establishes the fact that company's culture and overall organizational performance both were moving together to some extent. However, its organisational performance was found to be 2.15% lower than its cultural and internal strengths, which also indicates that the company was under performing. Also, NIIT, on the basis of its C.C.T.O.P. INDEX or the 'TWIN RATIO' ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (C.U.C. and T.O.P.), the company got the overall ranking of 6th and the last on the list, but was classified in 'Strong' category.

7.1.9 Conclusions and Inferences

In the nutshell, the outcomes and inferences are :

- There existed a 'high correlation' between 'corporate culture' and 'total organisational performance' in each of the six selected Indian IT companies.
- The correlation between their respective 'corporate cultures' and 'total organisational performance' was found to be closer to 100% in majority of the cases.
- The minor variation in their respective 'total organisational performances' as compared to the 'corporate culture's strengths' were found to be ranging between maximum 0.59% (higher side, Wipro) to 0.97% (lower side, TCS) – in five cases – *Infosys, Wipro, TCS, Satyam Computer and HCL Technologies*. In only one odd case of *NIIT*, it was found to 2.15% (lower side, NIIT). But, all of them fell within acceptable limit (say maximum 5% variation limit).
- As these six leading Indian IT companies are the 'benchmarks' for 'Indian corporates' in general and also the true

'representatives' of other Indian IT companies (or IT industry), the outcomes as existence of a **'high correlation'** between their respective **'corporate culture'** and **'total organisational performance'** can also be **'generalized to be true'** for the **'Indian IT Industry'** in particular and **'Indian corporates'** or **'business organisations'** in general.

- On their respective **'rankings'** on the both counts - **'corporate culture'** and **'total organisational performance'** – **Infosys** topped the list (1st), **Wipro** was the closest runner up (2nd), followed by **TCS** on the list (3rd), **Satyam Computer** came next (4th), just below it was **HCL Technologies** (5th), and **NIIT** was the last (6th) on the list.
- And, on their respective **'company's performance level classification'** on these counts - **'corporate culture's strength'** as well as **'total organisational performance'** – both **Infosys** and **Wipro** found their places in **'Excellent'** category, **Tata consultancy Services (TCS)** was found to be **'Very Strong'**, and the rest three - **Satyam Computer, HCL Technologies and NIIT** occupied their places in **'Strong'** category.

CHAPTER-VIII

TESTING OF THE HYPOTHESIS

CHAPTER-VIII : TESTING OF THE HYPOTHESIS

8.0 Introduction

The '**Research Hypothesis**' consisting of a series of **ten different enunciations** (serial nos. **5.4.1 through 5.4.10**) and forming the basis of this research study, has been cited in the previous chapter on 'Research Methodology' (Chapter-V, heading 5.4). These enunciations were required to be tested and verified during this on ground study that is nearing its completion. In this process, the 'primary data' collected during this study with the help of specially designed instruments / questionnaires were statistically tested and analyzed (Chapter-V). Also, their tabulation, analysis and interpretation were carried out (Chapter-VI). And further, the company wise **correlations** between '**corporate culture**' and '**total organizational performance**' in the six selected Indian IT companies were firmly established in the preceding chapter; and their rankings, classifications and final analysis also done (Chapter-VII). Now, on the basis of these correlations, their interpretations, detailed analysis and the final outcomes, all the '**ten enunciations of the hypothesis**' have been tested one by one, as described in the foregoing paragraphs under appropriate sub-headings, in order to prove (or disprove) them and to know their individual status as well as the facts in totality.

8.1 Testing of the Hypothesis

The '**ten enunciations of the hypothesis**' are being tested statement wise as below :

8.1.1 Statement One : (on sub-para 5.4.1)

"A 'corporate' or a 'business organisation' possesses a definite culture, a strong or a weak culture, based on its various cultural elements

and factors, and is manifested in the form of a comprehensive and all inclusive ‘corporate umbrella culture’. (C.U.C : independent variable.).”

Result One :

The existence of a comprehensive and all inclusive ‘**corporate umbrella culture**’ - (C.U.C : independent variable), based on company’s various cultural elements and factors, was tested and verified company wise on the six selected Indian IT companies – **Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT**. All these companies possessed definite, comprehensive and all inclusive ‘corporate culture’ or ‘corporate umbrella culture’ – (C.U.C.), ranging from maximum 96.90 points (96.90%, in case of Infosys) to minimum 61.46 points (61.46%, in case of NIIT), on a maximum of 100 points score basis (Table-X, Explanation on sub-para 6.3.4.3.1 and Table-XIII, Explanation on sub-para 7.1.1). And, these values of the **cultural strengths** of the six selected companies were **classified into** different categories – from ‘**Excellent**’, ‘**Very Strong**’ and ‘**Strong**’ (Table-XVI, Explanation on 7.1.4). These results provide enough proof to validate the above statement.

Hence, ‘Statement One’ verified and proved.

8.1.2 Statement Two : (on sub-para 5.4.2)

“A corporate culture results into an ‘intangible performance’ comprising of corporate vision, leadership, image, personality and brand value. (Corporate intangibles : dependent variables.).”

Result Two :

Corporate culture’s manifestations and generation of multifaceted corporate intangible performances (dependent variables), as cited in the above statement, were tested and verified separately on the six selected Indian IT companies – **Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT**. The maximum score of 15 points on this count was determined for each company. And, the actual scores on this count were found to be ranging from maximum 14.67 points (97.80%, for Infosys) to minimum 9.23 points (61.53%, for

NIIT). In this case, the detailed results are presented on Table-XI-(CSP-I) and explained on sub-paragraph 6.3.4.3.2 which provide ample proof to support the above statement.

Hence, 'Statement Two' verified and proved.

8.1.3 Statement Three : (on sub-para 5.4.3)

“A corporate culture has definite bearings on the quality of management, its structures, systems, processes, professionalism, ethical and moral values, and quality of work life. (Management, structures, systems and processes related performance : dependent variables.).”

Result Three :

In this case, corporate culture's performance towards quality of management, structures, systems and processes etc. (dependent variables) were again tested and verified separately on the six selected Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT. The maximum score of 20 points on this count was determined for each company. And, the actual scores on this count were found to be ranging from maximum 19.48 points (97.40%, in case of Infosys) to minimum 12.04 points (60.20%, for NIIT). Also, the detailed results are presented on Table-XI-(CSP-II) and explained on sub-paragraph 6.3.4.3.2, which provide adequate proof to support the above statement.

Hence, 'Statement Three' verified and proved.

8.1.4 Statement Four : (on sub-para 5.4.4)

“A corporate culture exerts influence on its products, services, quality, technology, innovation and knowledge capital creation. (Products, services, knowledge capital and quality related performance : dependent variables.).”

Result Four :

Here, corporate culture's influence and performance towards products, services, knowledge capital and quality etc. (dependent variables) were tested and verified separately on the **six selected Indian IT companies**. It was done on the basis of a predetermined maximum score of 20 points for each company. And, the actual scores on this count were found to be ranging from maximum 19.38 points (96.90%, for Wipro) to minimum 11.97 points (59.85%, in case of NIIT). In this case, the detailed results are presented on Table-XI-(CSP-III) and explained on sub-paragraph 6.3.4.3.2, which amply prove the above statement.

Hence, 'Statement Four' verified and proved.

8.1.5 Statement Five : (on sub-para 5.4.5)

"A corporate culture has great bearings on company's financial and growth performance, profitability, value creation and its ability to take on crisis situations affecting the corporate performance. (Financial, growth, profitability, value creation and ability of tackling unforeseen situations related performance : dependent variables.)."

Result Five :

In order to verify corporate culture's manifestations towards and bearings on company's financial, growth, profitability, value creation and ability of tackling unforeseen situations related performances (dependent variables), these were tested and verified separately on the six selected Indian IT companies – **Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT**. The maximum score of 25 points on this count was determined for each company. And, the actual scores in this case were found to be ranging from maximum 24.36 points (97.44%, for Infosys) to minimum 14.17 points (56.68%, for NIIT). In this case, the detailed results are presented on Table-XI-(CSP-IV) and explained on sub-paragraph 6.3.4.3.2 which provide ample proofs to support the above statement.

Hence, 'Statement Five' verified and proved.

8.1.6 Statement Six : (on sub-para 5.4.6)

“A corporate culture exhibits definite attitudes and contributions towards community, society, environment and ecology. (Social and environmental performance : dependent variables.).”

Result Six :

Corporate culture's manifestations towards social and environmental performances (dependent variables) were tested and verified separately on the **six selected Indian IT companies**. It was done on the basis of a predetermined maximum score of 5 points for each company. And, the actual scores on this count were found to be ranging from maximum 4.81 points (96.20%, for Infosys) to minimum 2.92 points (58.40%, in case of HCL Technologies). In this case, the detailed results are presented on Table-XI-(CSP-V) and explained on sub-paragraph 6.3.4.3.2, which amply support the above statement.

Hence, 'Statement Six' verified and proved.

8.1.7 Statement Seven : (on sub-para 5.4.7)

“A corporate culture makes impact on its concerns towards employees, customers, business associates, service providers and other stakeholders. (Stakeholders related performance : dependent variables.).”

Result Seven :

Corporate culture's impact on and performance towards company's concerns for its employees, customers, business associates, service providers and other stakeholders (dependent variables) were tested and verified separately on the **six selected Indian IT companies**. It was done on the basis of a predetermined maximum score of 15 points for each company. And, the actual scores on this count were found to be ranging from maximum 14.50 points (96.67%, for Infosys) to minimum 9.30 points (62%, in case of NIIT). In this case, the detailed results are presented on Table-XI-(CSP-VI) and explained on sub-paragraph 6.3.4.3.2, which amply validate the above statement.

Hence, 'Statement Four' verified and proved.

8.1.8 Statement Eight : (on sub-para 5.4.8)

“A corporate culture, or a comprehensive and all inclusive ‘corporate umbrella culture’ – (C.U.C.), manifests itself into corporate’s various ‘segmental performances’ – (C.S.P.), and the sum total of these performances becomes the ‘total organizational performance’ – (T.O.P.) of that business entity.”

Result Eight :

Corporate culture’s or corporate umbrella culture’s (C.U.C.) manifestations into corporate’s various ‘segmental performances’ (C.S.P.) and their sum total becoming the ‘total organizational performance’ (T.O.P.) of that business entity was tested and verified company wise on the six selected Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT.

For the first part of the statement, all these companies possessed definite and evident but varying levels of their **segmental performances** (dependent variables) depending upon their **corporate culture** (independent variable) as **tested and verified** in above sub-headings (8.1.2 to 8.1.7), and the results presented on Table-XI and detailed explanations given earlier under sub-heading 6.3.4.3.2.

And, for the second part, the **sum total of corporate’s six segmental performances** (CSP-I to CSP-II) were done in case of all the six selected Indian IT companies separately, which resulted into **‘total organizational performance’ - (T.O.P.)** of the respective company and were presented on Table-XII and explained under sub-heading 6.3.4.3.3. Also. In this case, the **‘total organizational performance’ - (T.O.P.)** values in respect of these six companies, ranging from maximum 97.14 points (97.14%, in case of Infosys) to minimum 60.14 points (60.14%, in case of NIIT), on a maximum of 100 points score basis (Table-XII, Explanations on sub-para 6.3.4.3.3 and Table-XIII, Explanations on sub-para 7.1.1). And, these **‘total organizational performance’ - (T.O.P.)** values of the six selected companies were **classified into** different categories –

from 'Excellent', 'Very Strong' and 'Strong' (Table-XVII, Explanations under sub-heading 7.1.5). These results provide enough proof to validate the above statement.

Hence, 'Statement Eight' verified and proved.

8.1.9 Statement Nine : (on sub-para 5.4.9)

"A 'corporate culture' (C.U.C. : independent variable) has a high correlation with its 'total organizational performance'. (T.O.P. : dependent variable.)."

Result Nine :

The existence of an unique, identifiable and quantifiable 'corporate culture' - (C.U.C. : independent variable) and 'total organizational performance' – (T.O.P. : dependent variable) in respect of a corporate or a business entity, was tested and verified company wise on six selected Indian IT companies – ***Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT.*** When measured, it was found that - ***all these companies possessed definite but varying levels of their respective 'corporate culture' as well as their respective 'total organisational performance' of varying levels*** (Table-XIII, Explained under sub-heading 7.1.1). The testing and verification of these two major dimensions in respect of each company has already been discussed and concluded under preceding sub-headings (8.1.1 to 8.1.8).

Further, the existence of ***"a high correlation between 'corporate culture' - (C.U.C. : independent variable) and 'total organizational performance' – (T.O.P. : dependent variable)"*** in case of a corporate or a business entity, was again tested and verified one by one on these six selected IT companies – ***Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT.*** For this purpose, a 'Ratio Twins' representing 'corporate culture' and 'total organization performance' together (***C.C.T.O.P. INDEX = $Z^{CUC} : Z^{TOP}$***) was formulated (Table-XIV, Explanations under sub-heading 7.1.2), to

facilitate an **instant comparison** between these two major dimensions (C.U.C. and T.O.P.) and establishing **correlation** between them.

And, the **actual correlation between ‘corporate culture’ - (C.U.C. : independent variable) and ‘total organizational performance’ – (T.O.P. : dependent variable)** in respect of the six selected Indian IT companies – **Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT** were established separately, and their respective rankings, classifications and detailed final analysis carried out. Finally, the correlation and other related results and their detailed analysis **amply exhibited “existence of a high correlation between ‘corporate culture’ - (C.U.C.) and ‘total organizational performance’ – (T.O.P.)”** in respect of each of the six selected IT companies, **which were duly tested, verified and concluded.** These are presented on Table-XV, Table-XVIII, and Table-XIX; and the explanations given under sub-headings 7.1.3, 7.1.6 and 7.1.7 respectively.

Hence, ‘Statement Nine’ verified and proved.

8.1.10 Statement Ten : (on sub-para 5.4.10)

“And, the correlation between ‘corporate culture’ and ‘total organization performance’ can be instantaneously represented as an index value with the help of C.U.C. and T.O.P. values on a ‘RATIO TWINS’. [C.C.T.O.P. Index = $Z^{CUC} : Z^{TOP}$]”

Result Ten :

As explained under preceding sub-heading 8.1.9, that in order to establish **“correlation between ‘corporate culture’ - (C.U.C. : independent variable) and ‘total organizational performance’ – (T.O.P. : dependent variable)”** in case of a corporate or a business entity, a **‘Ratio Twins’** representing **‘corporate culture’ and ‘total organization performance’ together (C.C.T.O.P. INDEX = $Z^{CUC} : Z^{TOP}$)** was formulated (Table-XIV, Explanations under sub-heading 7.1.2), to facilitate an **instant comparison** between these two major dimensions (C.U.C. and T.O.P.) and to establish **correlation** between them. It

was tested and verified one by one on the six selected Indian IT companies – **Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT** on the basis of the correlation results, their company wise rankings, classifications and their detailed analysis etc.

It amply proves that the ***'Ratio Twins' instantly representing 'corporate culture' and 'total organization performance' together as (C.C.T.O.P. INDEX = $Z^{CUC} : Z^{TOP}$) and also instantly exhibiting the correlation between these two major dimensions, is a tested and valid instrument for this purpose.*** These are sequentially presented on Table-XV, Table-XVIII, and Table-XIX; and the explanations given under sub-headings 7.1.3, 7.1.6 and 7.1.7 respectively. ***In this way, the above enunciation was found to be true.***

Hence, 'Statement Ten' verified and proved.

8.2 Test Results and Research Outcomes

Thus, all the 'ten enunciations' and the 'hypothesis' stand verified and proved on the basis of the individual test results obtained as above.

And, these test results further lead to research findings, help in drawing conclusions, making recommendations and suitable suggestions as the outcomes of this research study. They have been presented in the next and the last chapter (Chapter-IX).

CHAPTER-IX

RESEARCH FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

CHAPTER-IX : RESEARCH FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

9.0 Introduction

This, being the last chapter of the thesis, has been focused on bringing out the major research findings, drawing conclusions, making recommendations and giving suitable suggestions for the six selected Indian IT companies (Indian IT industry) in particular and corporates or business organizations in general. They, in turn, have been precipitated out of the **test results** obtained while testing the '**Research Hypothesis**' and a series of ten different '**Enunciations**' under it (5.4.1 through 5.4.10, Chapter-V). Their testing was carried out in the previous chapter on '**Testing of the Hypotheses**' (under sub-headings 8.1.1 through 8.1.10, Chapter-VIII).

Further, **research findings** have been presented in two parts - covering the selected IT companies (industry) and corporates in general separately. Similarly, **conclusions** drawn are presented in three parts - about the selected IT companies, general business organizations, and also further conclusions and inferences based on the primary as well as secondary data together. And, lastly, **recommendations** have been made and suitable **suggestions** given for the selected IT companies and general business entities – again separately in two parts. These are presented in succeeding paragraphs under appropriate headings.

9.1 *Research Findings*

The '**major research findings**' based on the 'primary data' and as the outcome of this study are presented in two parts. In part-I the research findings in

respect of the six selected Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT are presented. And, part-II includes the research findings about ‘corporate culture’ and ‘total organizational performance’ of ‘corporates’ or ‘business entities’ in general.

Research Findings : (Part-I)

9.1.1 Major Research Findings : About ‘Six Selected Indian IT Companies’

In continuation, the findings in this part are based on the test results obtained while testing the above ten statements on the six selected Indian IT companies – **Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT** during the on ground study as discussed earlier. When their respective ‘corporate culture’ – (C.U.C.) and ‘total organizational performance’ (T.O.P.) were measured on 100 points basis in each case, it was found that - ***all these companies possessed definite but varying levels of their respective ‘corporate culture’ as well as their respective ‘total organisational performance’ of varying levels*** (Table-XIII, Explained under sub-heading 7.1.1). ***And, the correlation between the two major dimensions, ‘corporate culture’ – (C.U.C.) and ‘total organizational performance’ – (T.O.P.) were established in respect of each company***, their ranking, classification and detailed analysis etc. were also done (Table-XIV, Table-XV, Table-XVIII and Table-XIX; and their explanations given under sub-headings 7.1.2, 7.1.3, 7.1.6 and 7.1.7 respectively). Finally, the testing and verification of these two major dimensions along with their respective correlation in case of each company were also discussed and concluded under heading 7.2 (and sub-headings 7.2.1 to 7.2.10). Hence, on the basis of these outcomes, ***the second part of the research findings in respect the six IT companies*** are presented below :

9.1.1.1 Infosys :

Infosys’ ‘corporate culture’ (C.U.C. Value) on a maximum 100 points basis was found to be 96.90 points (96.90%) which was the highest on the list

(ranked 1st). Its 'total organizational performance' (T.O.P. Value) on a maximum 100 points basis was found to be 97.14 points (97.14%) which was again the highest on the list (ranked 1st). And, **the correlation and comparison between 'corporate culture' – (C.U.C.) and 'total organizational performance' – (T.O.P.), represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 96.90 : 97.14$, are revealed instantly.** The difference between Infosys' 'total organization performance' - (T.O.P.) and its 'corporate culture' - (C.U.C.) came to be 0.24 points (positive) signifying that its 'total organizational performance' was higher by 0.25% as compared to its 'corporate culture's strengths'. In this way, its 'corporate culture' and 'total organizational performance' were moving in perfect tandem, and its organisational performance of 0.25% higher than its cultural and internal strengths also indicates that the company was overall performing slightly better than its cultural and internal strengths. Also, Infosys, on the basis of its C.C.T.O.P. INDEX or the 'TWIN RATIO' ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (C.U.C. and T.O.P.), the company got the **overall ranking of 1st** on the list and was classified in '**Excellent**' category.

9.1.1.2 Wipro :

Wipro's 'corporate culture' (C.U.C. Value) on a maximum 100 points basis was found to be 96.06 points (96.06%) which was the second highest on the list (ranked 2nd). Its 'total organizational performance' (T.O.P. Value) on a maximum 100 points basis was found to be 96.63 points (96.63%) which was again the second highest on the list (ranked 2nd). And, **the correlation and comparison between 'corporate culture' – (C.U.C.) and 'total organizational performance' – (T.O.P.), represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 96.06 / 96.63$, are revealed instantly.** The difference between Wipro's 'total organization performance' - (T.O.P.) and its 'corporate culture' - (C.U.C.) came to be 0.57 points (positive) signifying that its 'total organizational performance' was higher by 0.59% as compared to its 'corporate culture's strengths'. In this way, its 'corporate culture' and 'total

organizational performance' were moving almost in perfect tandem, and its organisational performance of 0.59% higher than its cultural and internal strengths also indicates that the company was overall performing slightly better than its cultural and internal strengths. Also, Wipro, on the basis of its C.C.T.O.P. INDEX or the 'TWIN RATIO' ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (C.U.C. and T.O.P.), the company got the overall ranking of 2nd on the list and was classified in 'Excellent' category.

9.1.1.3 Infosys and Wipro - 'The Technology Twins' :

The above two findings (cited under sub-headings 7.3.2.1 and 7.3.2.2) further confirm that both Infosys and Wipro have emerged as the 'Technology Twins' on the Indian IT horizon on many counts. It is supported by various facts and figures, such as, their 'corporate culture's strengths' (C.U.C. : Infosys - 96.90 points (96.90%), and Wipro - 96.06 points (96.06%)), 'total organizational performance values' (T.O.P. : Infosys - 97.14 points (97.14%), and Wipro - 96.63 points (96.63%)), and the correlation and comparison between these two major dimensions represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as (Infosys : $Z^{CUC} : Z^{TOP} = 96.90 : 97.14$, and Wipro : $Z^{CUC} : Z^{TOP} = 96.06 / 96.63$) are revealed instantly. Also, the difference between their 'total organization performance' - (T.O.P.) and 'corporate culture' - (C.U.C.) values came to be (Infosys : 0.24 points (positive), and Wipro : 0.57 points (positive)); and their respective 'total organizational performance values' as compared to their 'corporate cultural strengths' were found to be (Infosys : 0.25% (higher), and Wipro : 0.57% (higher)). Also, Infosys and Wipro both, on the basis of their respective C.C.T.O.P. INDEX or the 'TWIN RATIO' ($Z^{CUC} : Z^{TOP}$) values, and their individual performances on both C.U.C. and T.O.P. accounts, Infosys got the overall ranking of 1st on the list and Wipro was the closest 2nd; and both Infosys and Wipro were classified in the same category : 'Excellent'. Thus, both Infosys and Wipro were found to be moving in tandem on several counts, and together they present an unique example of being 'Technology Twins' on the Indian technological scenario.

9.1.1.4 Tata Consultancy Services (TCS) :

TCS 'corporate culture' (C.U.C. Value) on a maximum 100 points basis was found to be 82.27 points (82.27%) which was the third highest on the list (ranked 3rd). Its 'total organizational performance' (T.O.P. Value) on a maximum 100 points basis was found to be 81.47 points (81.47%) which was again the third highest on the list (ranked 3rd). And, **the correlation and comparison between 'corporate culture' – (C.U.C.) and 'total organizational performance' – (T.O.P.), represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 82.27 / 81.47$, are revealed instantly.** The difference between **TCS** 'total organization performance' - (T.O.P.) and its 'corporate culture' - (C.U.C.) came to be 0.80 points (negative) signifying that its 'total organizational performance' was lower by 0.97% as compared to its 'corporate culture's strengths'. In this way, its 'corporate culture' and 'total organizational performance' were moving together to a greater extent. However, its organisational performance was found to be 0.97% lower than its cultural and internal strengths, which also indicates that the company was under performing. Also, **TCS**, on the basis of its **C.C.T.O.P. INDEX** or the '**TWIN RATIO**' ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (**C.U.C.** and **T.O.P.**), the company got the **overall ranking of 3rd** on the list and was classified in '**Very Strong**' category.

9.1.1.5 Satyam Computer :

Satyam Computer's 'corporate culture' (C.U.C. Value) on a maximum 100 points basis was found to be 66.96 points (66.96%) which was the fourth on the list (ranked 4th). Its 'total organizational performance' (T.O.P. Value) on a maximum 100 points basis was found to be 67.08 points (67.08%) which was again the fourth on the list (ranked 4th). And, **the correlation and comparison between 'corporate culture' – (C.U.C.) and 'total organizational performance' – (T.O.P.), represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 66.96 / 67.08$, are revealed instantly.** The difference between **Satyam's** 'total organization performance' - (T.O.P.) and its 'corporate

culture' - (C.U.C.) came to be 0.12 points (positive) signifying that its **'total organizational performance'** was higher by 0.18% as compared to its **'corporate culture's strengths'**. In this way, its **'corporate culture'** and **'total organizational performance'** were moving in perfect tandem, and its organisational performance of 0.18% higher than its cultural and internal strengths also indicates that the company was overall performing slightly better than its cultural and internal strengths. Also, Satyam Computer, on the basis of its **C.C.T.O.P. INDEX** or the **'TWIN RATIO'** ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (**C.U.C. and T.O.P.**), the company got the **overall ranking of 4th** on the list and was classified in **'Strong'** category.

9.1.1.6 HCL Technologies :

HCL Technologies' **'corporate culture'** (C.U.C. Value) on a maximum 100 points basis was found to be 62.81 points (62.81%) which was the fifth on the list (ranked 5th). Its **'total organizational performance'** (T.O.P. Value) on a maximum 100 points basis was found to be 62.91 points (62.91%) which was again the fifth on the list (ranked 5th). And, the correlation and comparison between **'corporate culture' – (C.U.C.)** and **'total organizational performance' – (T.O.P.)**, represented by the **'C.C.T.O.P. INDEX'** or the **'Twin Ratio'** as $Z^{CUC} : Z^{TOP} = 62.81 / 62.91$, are revealed instantly. The difference between **HCL Technologies'** **'total organization performance' - (T.O.P.)** and its **'corporate culture' - (C.U.C.)** came to be 0.10 points (positive) signifying that its **'total organizational performance'** was higher by 0.16% as compared to its **'corporate culture's strengths'**. In this way, its **'corporate culture'** and **'total organizational performance'** were moving in perfect tandem, and its organisational performance of 0.16% higher than its cultural and internal strengths also indicates that the company was overall performing slightly better than its cultural and internal strengths. Also, HCL Technologies, on the basis of its **C.C.T.O.P. INDEX** or the **'TWIN RATIO'** ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (**C.U.C. and T.O.P.**), the company got the **overall ranking of 5th** on the list and was classified in **'Strong'** category.

9.1.1.7 NIIT :

NIIT's 'corporate culture' (C.U.C. Value) on a maximum 100 points basis was found to be 61.46 points (61.46%) which was the sixth and the last on the list (ranked 6th). Its 'total organizational performance' (T.O.P. Value) on a maximum 100 points basis was found to be 60.14 points (60.14%) which was again the sixth and the last on the list (ranked 6th). And, the correlation and comparison between 'corporate culture' – (C.U.C.) and 'total organizational performance' – (T.O.P.), represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 61.46 / 60.14$, are revealed instantly. The difference between NIIT's 'total organization performance' - (T.O.P.) and its 'corporate culture' - (C.U.C.) came to be 1.32 points (negative) signifying that its 'total organizational performance' was lower by 2.15% as compared to its 'corporate culture's strengths'. In this way, its 'corporate culture' and 'total organizational performance' were moving together to some extent. However, its organisational performance was found to be 2.15% lower than its cultural and internal strengths, which also indicates that the company was under performing. Also, NIIT, on the basis of its C.C.T.O.P. INDEX or the 'TWIN RATIO' ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (C.U.C. and T.O.P.), the company got the overall ranking of 6th and the last on the list but was classified in 'Strong' category.

Research Findings : Part-II

9.1.2 Major Research Findings : About a 'Corporate or a 'Business Entity'

These findings are based on a series of enunciations numbering ten, presented earlier under heading 5.4 (and sub-headings 5.4.1 to 5.4.10) in the chapter on 'Research Methodology' (chapter-V). Further, these statements were tested and verified under heading 7.2 (and sub-headings 7.2.1 to 7.2.10) while carrying out 'Testing of the Hypothesis' in the current chapter. Now, these outcomes can be accepted as 'Management Principles' or real life

happenings in case of a 'corporate' or a 'business entity' in general. The are cited as below :

The Research Findings :

9.1.2.1 A 'corporate' or a 'business organisation' possesses a definite culture, a strong or a weak culture, based on its various cultural elements and factors, and is manifested in the form of a comprehensive and all inclusive 'corporate umbrella culture'. (C.U.C : independent variable.).

9.1.2.2 A corporate culture results into an 'intangible performance' comprising of corporate vision, leadership, image, personality and brand value. (Corporate intangibles : dependent variables.).

9.1.2.3 A corporate culture has definite bearings on the quality of management, its structures, systems, processes, professionalism, ethical and moral values, and quality of work life. (Management, structures, systems and processes related performance : dependent variables.).

9.1.2.4 A corporate culture exerts influence on its products, services, quality, technology, innovation and knowledge capital creation. (Products, services, knowledge capital and quality related performance : dependent variables.).

9.1.2.5 A corporate culture has great bearings on company's financial and growth performance, profitability, value creation and its ability to take on crisis situations affecting the corporate performance. (Financial, growth, profitability, value creation and ability of tackling unforeseen situations related performance : dependent variables.).

9.1.2.6 A corporate culture exhibits definite attitudes and contributions towards community, society, environment and ecology. (Social and environmental performance : dependent variables.).

9.1.2.7 A corporate culture makes impact on its concerns towards employees, customers, business associates, service providers and other stakeholders. (Stakeholders related performance : dependent variables.).

9.1.2.8 A corporate culture, or a comprehensive and all inclusive 'corporate umbrella culture' – (C.U.C.), manifests itself into corporate's various 'segmental performances' – (C.S.P.), and the sum total of these performances becomes the 'total organizational performance' – (T.O.P.) of that business entity.

9.1.2.9 A 'corporate culture' (C.U.C. : independent variable) has a high correlation with its 'total organizational performance'. (T.O.P. : dependent variable.).

9.1.2.10 And, the correlation between 'corporate culture' and 'total organization performance' can be instantaneously represented as an index value with the help of C.U.C. and T.O.P. values on a 'Ratio TWINS'. [C.C.T.O.P. Index = $Z^{CUC} : Z^{TOP}$]

9.2 Conclusions

The 'research study' is being concluded below in three parts. The first part is focused on the status of 'corporate culture' and 'total organizational performance' in the 'six Indian IT companies' particularly selected for this study. The second part contains important facts and findings related to 'corporate culture' and 'total organisational performance' of 'corporates' or 'business organizations' in general. And, the third part includes final conclusions and inferences based on 'primary data' as well as 'secondary data' together

Conclusions : Part-I

9.2.1 About the 'Six Selected Indian IT Companies'

The on ground study included testing of the 'hypothesis' on six selected leading Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL

Technologies and NIIT, on the basis of primary data obtained during the course of study. The outcomes are summarized as below :

9.2.1.1 Infosys :

Its 'corporate culture' - (C.U.C.) was found to be 96.90 points (96.90%, the highest on the list, ranking 1st) and its 'total organizational performance' - (T.O.P.) came to be 97.14 points (97.14%, the highest on the list, ranking 1st), both when measured on a maximum 100 points basis each. And, **the correlation between its 'corporate culture' and 'total organizational performance', represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 96.90 : 97.14$, was found to be of very high degree.** The difference between Infosys' T.O.P. and C.U.C. came to be 0.24 points (positive), signifying its **'total organizational performance' being higher by 0.25% as compared to its 'corporate culture's strengths'**. Also, Infosys got the **overall ranking of 1st** on the list on these counts (C.U.C. and T.O.P., and the 'Twin Ratio'), and was classified in **'Excellent' category.**

9.2.1.2 Wipro :

Its 'corporate culture' - (C.U.C.) was found to be 96.06 points (96.06%, the second highest on the list, ranking 2nd) and its 'total organizational performance' - (T.O.P.) came to be 96.63 points (96.63%, the second highest on the list, ranking 2nd), both when measured on a maximum 100 points basis each. And, **the correlation between its 'corporate culture' and 'total organizational performance', represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 96.06 / 96.63$, was found to be of very high degree.** The difference between Wipro's T.O.P. and C.U.C. came to be 0.57 points (positive), signifying its **'total organizational performance' being higher by 0.59% as compared to its 'corporate culture's strengths'**. Also, Wipro got the **overall ranking of 2nd** on the list on these counts (C.U.C. and T.O.P., and the 'Twin Ratio'), and was classified in **'Excellent' category.**

9.2.1.3 Infosys and Wipro - 'The Technology Twins' :

Both Infosys and Wipro emerged as the 'Technology Twins' on the Indian IT horizon on many counts. Their 'corporate culture strengths' (C.U.C. : Infosys - 96.90 points (96.90%), and Wipro - 96.06 points (96.06%)), 'total organizational performance values' (T.O.P. : Infosys - 97.14 points (97.14%), and Wipro - 96.63 points (96.63%)), and high correlation between these two major dimensions, represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as (Infosys : $Z^{CUC} : Z^{TOP} = 96.90 : 97.14$, and Wipro : $Z^{CUC} : Z^{TOP} = 96.06 / 96.63$) etc. support this fact. Also, the difference between their 'total organization performance' and 'corporate culture' values came to be (Infosys : 0.24 points (positive), and Wipro : 0.57 points (positive)), and their respective 'total organizational performance values' as compared to their 'corporate cultural strengths' were found to be (Infosys : 0.25% (higher), and Wipro : 0.57% (higher)). Also, on all these counts Infosys got the overall ranking of 1st on the list and Wipro was the closest 2nd, and both Infosys and Wipro were classified in the same category : 'Excellent'. Thus, both Infosys and Wipro were found to be moving in tandem on several counts and presented an unique example of being high performing 'Technology Twins' on the Indian IT and technological scenario.

9.2.1.4 Tata Consultancy Services (TCS) :

Its 'corporate culture' - (C.U.C.) was found to be 82.27 points (82.27%, the third highest on the list, ranked 3rd) and its 'total organizational performance' - (T.O.P.) came to be 81.47 points (81.47%, the third highest on the list, ranked 3rd), both when measured on a maximum 100 points basis each. And, the correlation between its 'corporate culture' and 'total organizational performance', represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 82.27 / 81.47$, was found to be of high degree. The difference between TCS' T.O.P. and C.U.C. came to be 0.80 points (negative), signifying its 'total organizational performance' being lower by 0.97% as compared to its 'corporate culture's strengths', which also indicates that the company was

under performing. Also, TCS got the overall ranking of 3rd on the list on these counts (C.U.C. and T.O.P., and the 'Twin Ratio'), and was classified in 'Very Strong' category.

9.2.1.5 Satyam Computer :

Its 'corporate culture' - (C.U.C.) was found to be 66.96 points (66.96%, the fourth on the list, ranking 4th) and its 'total organizational performance' - (T.O.P.) came to be 67.08 points (67.08%, the fourth on the list, ranking 4th), both when measured on a maximum 100 points basis each. And, the correlation between its 'corporate culture' and 'total organizational performance', represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 66.96 / 67.08$, was found to be of very high degree. The difference between Satyam's T.O.P. and C.U.C. came to be 0.12 points (positive) signifying its 'total organizational performance' being higher by 0.18% as compared to its 'corporate culture's strengths'. And, Satyam Computer got the overall ranking of 4th on the list on these counts (C.U.C. and T.O.P., and the 'Twin Ratio'), and was classified in 'Strong' category.

9.2.1.6 HCL Technologies :

Its 'corporate culture' - (C.U.C.) was found to be 62.81 points (62.81%, the fifth on the list, ranked 5th) and its 'total organizational performance' - (T.O.P.) came to be 62.91 points (62.91%, the fifth on the list, ranked 5th), both when measured on a maximum 100 points basis each. And, the correlation between its 'corporate culture' and 'total organizational performance', represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 62.81 / 62.91$, was found to be of very high degree. The difference between HCL Technologies' T.O.P. and C.U.C. came to be 0.10 points (positive) signifying its 'total organizational performance' being higher by 0.16% as compared to its 'corporate culture's strengths'. And, HCL Technologies got the overall ranking of 5th on the list on these counts (C.U.C. and T.O.P., and the 'Twin Ratio'), and was classified in 'Strong' category.

9.2.1.7 NIIT :

Its 'corporate culture' - (C.U.C.) was found to be 61.46 points (61.46%, the sixth and the last on the list, ranked 6th) and its 'total organizational performance' - (T.O.P.) came to be 60.14 points (60.14%, the sixth and the last on the list, ranked 6th). And, **the correlation between its 'corporate culture' and 'total organizational performance', represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as $Z^{CUC} : Z^{TOP} = 61.46 / 60.14$, was found to be of high degree.** The difference between NIIT's T.O.P. and C.U.C. came to be 1.32 points (negative), signifying its 'total organizational performance' being lower by **2.15% as compared to its 'corporate culture's strengths', which also indicates that the company was under performing.** And, NIIT got the **overall ranking of 6th and the last** on the list, but was classified in '**Strong**' category.

Conclusions : Part-II

9.2.2 About 'Corporate Culture' and 'Total Organisational Performance' of Corporates in General

The 'hypothesis' contained a series of ten enunciations which were tested and verified during the on ground study on the basis of the 'primary data' related to the six selected Indian IT companies. They later became the major findings of this research study and are also true for corporates or business organizations in general. These are as under :

9.2.2.1 A 'corporate' or a 'business organisation' possesses a definite culture, a strong or a weak culture, based on its various cultural elements and factors, and is manifested in the form of a comprehensive and all inclusive 'corporate umbrella culture'. (C.U.C : independent variable.).

9.2.2.2 A 'corporate' or a 'business entity' possesses a definite culture, a strong or a weak culture, based on its various cultural elements and factors, and is manifested in the form of a comprehensive and all inclusive 'corporate culture' or 'corporate umbrella culture' - (C.U.C : independent variable).

9.2.2.3 The 'corporate culture' being the bedrock and internal strengths of a company, it facilitates multifaceted organizational performances and results into various segmental performances, such as; first, 'intangible performance' comprising of corporate vision, leadership, image, personality and brand value. (Corporate intangibles : dependent variables.); second, management, structures, systems and processes related performance (dependent variables.); third, products, services, knowledge capital and quality related performance (dependent variables); fourth, company's financial, growth, profitability, value creation and ability of tackling unforeseen situations related performance (dependent variables); fifth, social responsiveness and environmental performance (dependent variables); and sixth, various stakeholders – employees, customers, business associates, service providers and other stakeholders related performance (dependent variables).

9.2.2.4 And, the sum total of these 'segmental performances' becomes the 'total organizational performance' – (T.O.P.) of that 'corporate' or 'business organisation'.

9.2.2.5 Also, a 'corporate culture' (C.U.C. : independent variable) has a high correlation with its 'total organizational performance'. (T.O.P. : dependent variable); and, the correlation between 'corporate culture' and 'total organization performance' can be instantaneously represented as an index value with the help of C.U.C. and T.O.P. values 'TWINS'. [C.C.T.O.P. Index = $Z^{CUC} : Z^{TOP}$]

Conclusions : Part-III

9.2.3 Final Conclusions and Inferences : Based on 'Primary Data' as well as 'Secondary Data'

In the present research study - the findings, conclusions and inferences on the 'research topic' have been drawn from three different sources and presented at their respective places. The first two emanate from the 'secondary data' sources (chapter-ii and chapter-iii), whereas the third one is based on the 'primary data' (current chapter). It is imperative to have a quick look at all the

outcomes in order to compare them and to arrive at the final conclusions and inferences in respect of the research study.

9.2.3.1 Conclusions and Inferences Based on the 'Secondary Data'

The large volume of 'secondary sources of data / information' and views of various scholars and outcomes of a number of previous 'research studies' related to the topic were gathered and studied in depth while reviewing the 'literature' on 'corporate culture : a conceptual treatment' (under heading 2.1 and sub-headings 2.1.1 through 2.1.7), 'corporate culture and organizational performance' (under heading 2.2 and sub-headings 2.2.1 through 2.2.3.10), 'corporate cultures in knowledge based companies and IT industry' (under heading 2.3 and sub-headings), and 'the emerging corporate cultures' (under heading 2.4 and sub-headings), and they were presented in chapter-II.

The outcomes of these extensive literature review by the researcher and previous research endeavours by a number of other researchers clearly suggested that 'corporates' or 'business organisations' possessed their respective unique 'corporate culture' (strong or weak), a 'corporate culture' exerted great bearings on its 'organizational performance', and that there existed invariably a 'high correlation' between 'corporate culture' and 'organisational performance' of a large number of companies undertaken for study by various researchers in the past.

Further, the 'secondary sources of data / information' related to the IT companies under study were available only in fringes as no research work on the topic was carried out in India. The literature / articles and reports about these companies, published in various leading business and IT magazines over a period of four to five years, were collected by the researcher for the purpose of reviewing the 'literature and reports' on the six selected leading Indian IT companies - **Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT**, and were systematically presented and analyzed in chapter-III. The respective 'corporate culture' and 'organisational performance' of these companies were discussed in details under headings 3.1 through 3.6.2.3, India's

'technology twins – Infosys and Wipro' under heading 3.7, the 'summary' of 'corporate culture' and 'organizational performance' of these companies were presented under heading 3.8 (and sub-headings 3.8.1 through 3.8.6.2), and that of 'India's technology twins – Infosys and Wipro' under heading 3.9 (and sub-headings 3.9.1 and 3.9.2).

Furthermore, company wise detailed 'discussions and interpretations' of the available 'secondary data' regarding their respective 'corporate culture' and 'organizational performance' in respect of the six IT companies were presented under heading 3.10 (and sub-headings 3.10.1 through 3.10.12). ***And finally, the 'conclusions and inferences' about their respective 'corporate culture' and 'organisational performance' as also the apparent 'correlation' between these two major dimensions in respect of each company along with their respective rankings and actual positions*** were presented under heading 3.11 (and subheadings 3.11.1 through 3.11.4). ***In this way, the final positions of these companies on these counts were found to be in the order - Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT, and there existed a high correlation between their respective 'corporate culture' and 'organizational performance'.***

9.2.3.2 Conclusions and Inferences Based on the 'Primary Data'

In the current chapter (chapter-IX), the research findings on the topic based on the 'primary data' collected by the researcher during the on ground study, have been discussed in details under heading 9.1. The major research findings about the 'six selected Indian IT companies' have been presented under heading 9.1.1 (and sub-headings 9.1.1.1 through 9.1.1.7); and that about a 'corporate' or a 'business entity' discussed under heading 9.1.2 (and sub-headings 9.1.2.1 through 9.1.2.10).

And, based on these research findings, the conclusions drawn on the basis of the 'primary data' have been presented in this chapter (chapter-IX) under heading 9.2, which is further sub-divided into two streams. Firstly, conclusions about the 'six selected Indian IT companies' have been discussed under heading

9.2.1 (and sub-headings 9.2.1.1 through 9.2.1.7); and secondly, conclusions about 'corporate culture' or 'corporate umbrella culture' – (C.U.C.) and 'total organizational performance' – (T.O.P.) in case of a 'corporate' or a 'business organisation' in general presented under heading 9.2.2 (and sub-headings 9.2.2.1 through 9.2.2.5).

9.2.3.3 Final Conclusions : Based on the 'Primary and Secondary Data' Together

The present research study is primarily based on the on ground study and the 'primary data' collected by the researcher during the course of this study. However, **a comparison between the two conclusions** drawn separately on the basis of the '**primary data**' and the '**secondary sources / data**', and an objective view of the same will eventually result into the **final conclusions** of this research study.

In the former case (on ground study, based on primary data), 'corporate culture' was treated as a comprehensive and all inclusive dimension of a 'corporate' or a 'business entity' having extended meaning and scope. Apart from the other conventional elements and factors of 'corporate culture', it additionally included corporate image, global vision, mission, leadership, brand value, other intangibles, social responsiveness, environmental consciousness, concerns for other stakeholders etc. And thus, making it a comprehensive and all inclusive 'corporate umbrella culture' – (C.U.C.), which manifests itself into corporate's various 'segmental performances' – (C.S.P.), such as, corporate intangibles – (CSP-I), management and systems – (CSP-II), products and services – (CSP-III), financial and growth – (CSP-IV), social and environmental – (CSP-V), and various stakeholders – (CSP-VI) related performances, and the sum total of these performances becomes the 'total organizational performance' – (T.O.P.) of that business entity.

In the latter case (on the basis of literature review, previous findings etc., i.e. secondary data, as discussed in chapter-II and chapter-III), conventional

meaning and scope of 'corporate culture' formed the basis of the review / study and 'organisational performance' was limited to mainly financial performance.

In both the cases (on primary and secondary data basis), it was established that 'corporate umbrella culture' – (C.U.C.) or 'corporate culture' had high correlation with 'total organization performance' – (T.O.P.) or 'organisational performance'.

Also, in both the cases, the six selected Indian IT companies, on the basis of their respective 'corporate culture' and 'total organizational performance' – (T.O.P.) or 'organisational performance', were found to be having their rankings and actual positions in the order - Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT, and there existed a high correlation between their respective 'corporate culture' and 'total organizational performance' – (T.O.P.) or 'organisational performance'. Additionally, India's two premier IT companies – Infosys and Wipro, on the basis of their respective 'corporate culture' and 'total organizational performance' – (T.O.P.) or 'organisational performance', emerged together as perfect 'technology twins' in both the case.

And finally, the similar outcomes in respect of 'corporate culture' and 'total organizational performance' – (T.O.P.) (or 'organizational performance') as also the existence of a 'high correlation' between these two major dimensions in both the cases (primary and secondary data / sources) in general, and also yielding almost similar results on these three counts (culture, performance and a high correlation between them) when tested on (with primary data) or review done (with secondary data) in respect of each of the six selected Indian IT companies which also occupied their respective rankings and positions on these counts in the order - Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT, and additionally, emergence of Infosys and Wipro as India's 'technology twins' in both the cases.

In this way, all these outcomes from two different sources (primary and secondary data / sources) and a striking balance and similarity in the final results obtained through the two different angles (data sources) corroborate with each other. Further, they validate the 'hypothesis' and 'various enunciations' made under it. Thus, the 'research study' has fulfilled all the research objectives, brought various useful facts and findings for corporate world in general and IT industry in particular and reached its logical conclusion.

9.3 Recommendations

The recommendations, based on the outcomes of the 'research study' about 'corporate culture' and 'total organisational performance', are made separately for 'six selected Indian IT companies' / 'Indian IT industry' in particular and 'corporates' or 'business organisations' in general. They are cited below as two sets of recommendations :

9.3.1 Recommendations for 'Six Selected Indian IT Companies' / 'Indian IT Industry' in Particular

9.3.1.1 Infosys – India's most visible 'technology company' and already occupying a high position on the list of 'world class IT companies' – must further strengthen its 'corporate culture' to further add to its 'total organizational performance' globally, and move up quickly on the list to occupy the 'top 10' position on the 'global IT companies list'.

9.3.1.2 Wipro – one of India's most visible 'technology companies' and already occupying a respectable position on the list of 'world class IT companies' – must further build up its 'corporate culture' to further improve its 'total organizational performance' globally, and move up quickly on the list to occupy the 'top 10' position on the 'global IT companies list'.

9.3.1.3 Infosys and Wipro – India's most visible '**technology twins / companies**' and already rated high among 'world class IT companies' – must

further build up their respective 'corporate cultures' to further improve upon their 'total organizational performance' globally – **benchmarking and competing with each other on both counts** - and maintaining a high growth momentum as true 'technology twins / companies' - and move up quickly on the list to occupy the 'top 10' position on the 'global IT companies list'.

9.3.1.4 **Tata Consultancy Services (TCS)** - the oldest and highest performing Indian IT company in financial terms, has been facing a business deterrence globally due to the lack of an independent image (it being a division of a private holding company - Tata Sons) – must further build up its 'corporate culture' to further improve upon its 'total organizational performance' along with **enhanced 'image, corporate personality and brand value' globally – must also go public** (as an independent public limited company) **as quickly as possible to build upon its global image** - and must move up quickly to occupy the 'top 10 list' of 'global IT companies'.

9.3.1.5 **Satyam Computer** – one of India's highly successful IT companies with global operations and recognition - ought to further build up its 'corporate culture' in order to improve upon its 'total organization performance' globally – and must move up the 'value chain' from its current position to realize its true potential.

9.3.1.6 **HCL Technologies** – one of India's oldest and successful technology companies with global operations and recognition - ought to further build up its 'corporate culture' to improve upon its 'total organization performance' globally – and must move up the 'value chain' from its current position to realize its true potential.

9.3.1.7 **NIIT** – India's topmost IT training and a software solutions company having successful global operations in both streams – possessing a higher level of 'corporate culture' than its 'total organizational performance'. It must immediately take corrective actions - by broadening its market base as well as simultaneously moving up the 'value chain' - to achieve higher 'organisational

performance' commensurate with its 'corporate culture's strengths' enabling it to occupy its rightful position.

9.3.1.8 Indian IT industry / companies in general – they must take advantage of India's inherent capability in IT sector - availability of skilled manpower, managerial talents and a vibrant IT culture in the new generation professionals. They must strengthen their respective 'corporate cultures' and thereby strengthen their 'total organizational performance' on the basis of comprehensive parameters determined for both these corporate related dimensions in the current research study. They also must move up the 'value chain' and quickly switch over from 'service stage' to 'product stage' - offering their own IT products to the global markets and turning themselves into 'world class IT companies'.

9.3.2 Recommendations for 'Corporates' and 'Business Organisations' in General

9.3.2-A About 'Corporate Culture'

9.3.2.1 A 'corporate' or a 'business organisation', in the fast changing technological, economic and business environment as well as changing society, its values and aspirations, must build up an unique, positive and strong 'corporate culture', going much beyond its traditional meaning and scope, and making it a forward looking, positively charged, all inclusive and comprehensive 'corporate culture' or 'corporate umbrella culture - (C.U.C)' in order to acquire a 'cutting edge' over others.

9.3.2.2 Such 'corporate culture' or 'corporate umbrella culture' must include positive and important dimensions like corporate beliefs, core values, strong corporate leadership, global vision, corporate image, personality and brand value, ethical and moral values, openness and democratic norms, concerns for all the stakeholders – employees, customers and investors as well as other stakeholders like suppliers, service providers, business associates, community, larger society, environment and ecology on equal footing in order for the

'corporate' to build up its internal strengths, earn wider acceptability and supports from all quarters, ensure its agility and long term success and survival.

9.3.2.3 A 'corporate culture' must be forward looking and dynamic in nature. It must keep on adding and strengthening positive elements and values with the change of time. Likewise, it must keep on shedding the weak ones or minimizing their effects by fine tuning and bringing timely changes in the culture.

9.3.2-B About 'Total Organisational Performance'

9.3.2.4 The present day 'corporates' or 'business organisations' must move from the old concept of 'organizational performance', which was mainly based on financials related performances, to the newly developed and tested concept of 'Total Organisational Performance – T.O.P.' (i.e. organizational performance in totality), which is sum total of various 'segmental performances' of a corporate. The 'T.O.P. concept' i.e. 'total organizational performance' goes much beyond its traditional meaning and scope and presents an all inclusive and comprehensive aspects of 'corporate or organizational performance'.

9.3.2.5 A 'corporate', which adopts the 'T.O.P. concept' of organizational performance, must include in its performance parameters all the major aspects, such as, corporate vision, mission, strategies, leadership and brand value; quality of management, systems and processes, corporate dynamism, professionalism and physical manifestations; quality of work life, democratic norms, transparency and ethics in business; quality of products, services, knowledge capital and talent pool; financials, growth, corporate value building and strategies for crisis; social responsiveness and environmental consciousness; concerns for employees, customers and investors as well as other stakeholders like suppliers, service providers, business associates, local community and the likes.

Also, there should be an optimum balance among each other, based on their respective importance and priority, while considering each of them in the total perspective. It will result into 'building up the corporate' and its 'overall higher performance' on continued basis.

9.3.2-C Based on Correlation between 'Corporate Culture' and 'Total Organisational Performance'

9.3.2.6 As established in the study, there exists a high correlation between 'corporate culture' and 'total organizational performance'. Hence, a 'corporate' or a 'business organisation' aiming at achieving higher 'corporate performance', must build up its 'corporate culture' in order to achieve it on continued basis.

9.3.2.7 A corporate must also look into its existing 'corporate culture', identify the weak parts, take corrective actions and keep on fine tuning it - in order to further build it up and keep pace with the changing time and technology. It will maintain the culture in a 'strong and positive state', which will eventually yield higher 'total organizational performance' on continued basis.

9.3.2.8 Besides, a corporate must identify its various segmental operations and performance blocks and build up related cultural elements / dimensions – in order to build up a strong, positive and relevant 'corporate culture', and thereby building up its internal strengths, which would in turn manifest itself into higher 'segmental performances' or a higher 'total organisational performance'.

9.3.2.9 And, the forward looking 'corporates' ought to adopt the newly developed and tested technique of instantly making comparison and judging the extent of correlation between their respective 'corporate culture' and 'total organizational performance'. It can be instantaneously represented as an index value with the help of C.U.C. and T.O.P. values 'TWINS'. [C.C.T.O.P. Index = $Z^{CUC} : Z^{TOP}$]. Their comparisons and results must be reviewed on regular basis and corrective actions taken or fine tuning done whenever necessary.

APPENDICES

AND

BIBLIOGRAPHY

APPENDIX

ANNEXURE-A

BRIEF LIST OF ANNEXURES AND TABLES

(‘Detailed List’ given in the ‘Contents’)

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- **Questionnaires : (Annexures-C, D and E)**
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 - **‘Weightage Questionnaire’: (Annexure-D)**
 - **‘Company’s Performance Classification Questionnaire’ : (Annexure-E)**
- **Bibliography : (Annexure-F) : [Given at the extreme end]**

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BIBLIOGRAPHY :

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RESEARCH MODEL

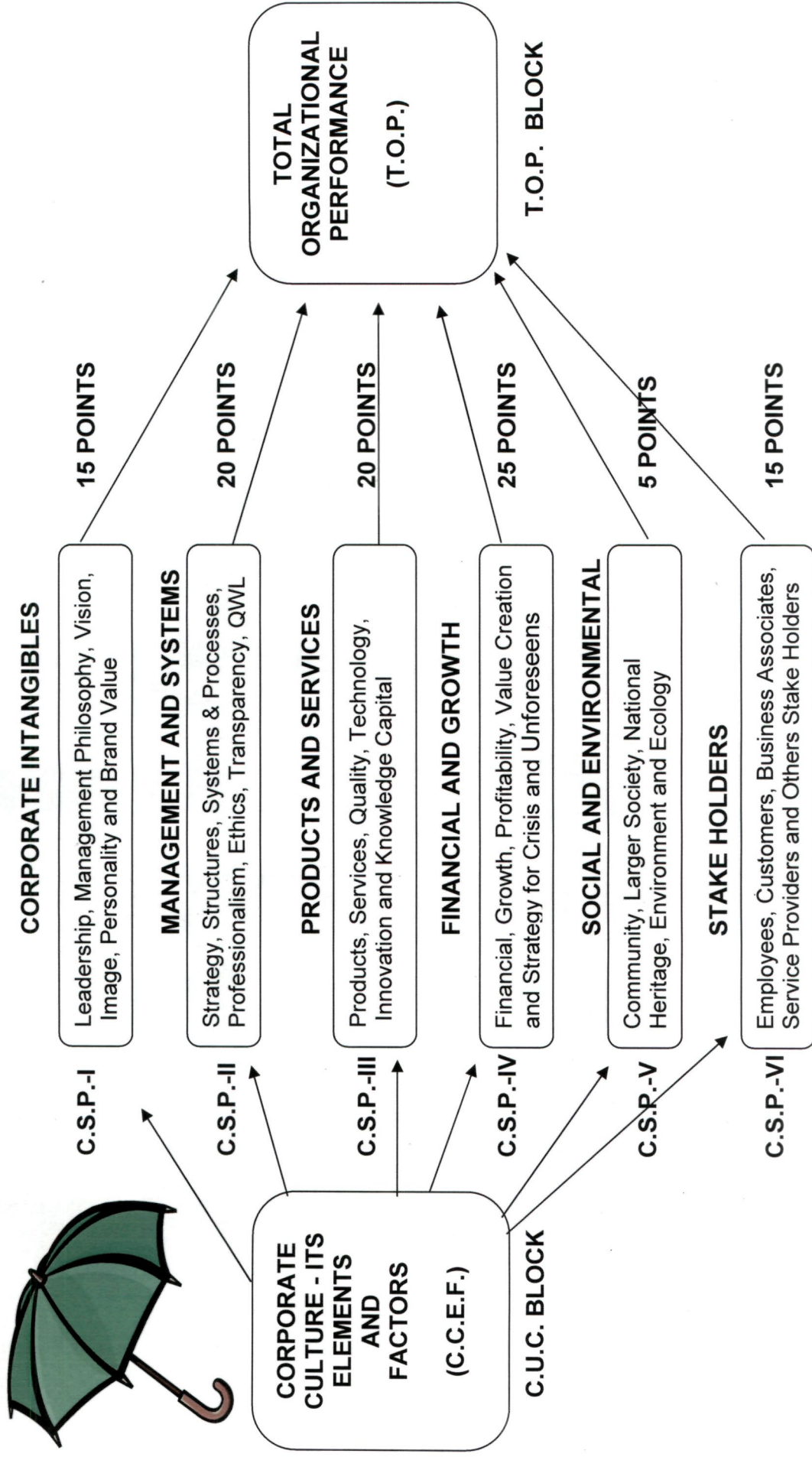
RESEARCH - MODEL

Annexure-B

CORPORATE UMBRELLA
CULTURE (C.U.C.)

CORPORATE SEGMENTAL
PERFORMANCE (C.S.P.)

TOTAL ORGANIZATIONAL
PERFORMANCE (T.O.P.)



100 POINTS

100 POINTS

100 POINTS

A RESEARCH MODEL COMPRISING OF EIGHT BLOCKS

QUESTIONNAIRES

‘MAIN QUESTIONNAIRE’

‘WEIGHTAGE QUESTIONNAIRE’

**‘COMPANY’S PERFORMANCE
CLASSIFICATION QUESTIONNAIRE’**

‘MAIN QUESTIONNAIRE’

ANNEXURE-C

'Main Questionnaire'

Dear Respondent,

- *I am collecting some information for my research work which aims at studying the aspects of “Corporate Culture and Total Organisational Performance of Information Technology (IT) Companies in India”.*
- *The target companies for the present study and evaluation are : Infosys, Wipro, TCS (Tata Consultancy Services), Satyam Computer, HCL Technologies and NIIT.*
- *TCS, a division of Tata Sons, is the only unlisted company as of now and the other five companies are listed on various stock exchanges in India and abroad. In the case of TCS, certain financial parameters such as market capitalization, share price, dividends etc. should be considered or derived out of its market valuation and other financial performance parameters in order to evaluate all the above six IT companies on a common scale.*
- *The ‘questionnaire’ is divided into two parts : Part-I (Corporate Culture) and Part-II (Total Organisational Performance), and each part containing 20 questions i.e. total 40 questions.*
- *One set of the ‘questionnaire’ is to be used to evaluate each company. A respondent may choose to evaluate more than one company by using extra sets of ‘questionnaire’.*
- *I shall be thankful if you could kindly spend your valuable 15 minutes and assign an appropriate rating on an 11 point scale (10-Most ← 1-Least and 0-Absent) the extent to which it is applicable to each question by putting a tick mark (/).*
- *Understanding of Scale-Points :*
10 (Certain, practically certain / maximum extent, 100% or, 99 in 100), 9 (Almost sure, 90% or, 9 in 10), 8 (Very probably, 80% or, 8 in 10), 7 (Probable, 70% or, 7 in 10), 6 (Good possibility, 60% or, 6 in 10), 5 (Fairly good possibility, 50% or, 5 in 10), 4 (Fair possibility, 40% or, 4 in 10), 3 (Some possibility, 30% or, 3 in 10), 2 (Slight possibility, 20% or, 2 in 10), 1 (Very slight possibility, 10% or, 1 in 10), and 0 (No chance, almost no chance / absent, 0% or, maximum 1 in 100).
- *Further, I assure you that the information provided to me will remain strictly confidential and would be used for the research work only.*

Thanks and regards,

(S.P. VERMA)
Research Scholar

‘QUESTIONNAIRE’

Questionnaire : Part-I

Company : ☐ Infosys ☐ Wipro ☐ TCS ☐ Satyam ☐ HCL Tech. ☐ NIIT

Corporate Culture - (Elements / Factors)

Please tick mark (/) in the relevant score box against each question which you feel to be correct / appropriate.

1. Business Environment - (Domestic / Local and Regional / Global).

(Technological, economic, products, competition, customers, markets, knowledge workers, investors, political, government, bureaucracy, infrastructures etc.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|---------------------------------|---|---|---|---|---|---|---|---|---|---|------------------|
| 1 / I | 6 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most ← ← ← ← ← ← ← Least Absent | | | | | | | | | | | |

2. The Visionary Hero(es) / The Business Leader(s) / The Institution Builder(s).

(Their vision, stature, personality, strengths, conviction and beliefs in – shaping the values, image and culture of the organization, and striving for long term major performances.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|---------------------------------|---|---|---|---|---|---|---|---|---|---|------------------|
| 2 / I | 10 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most ← ← ← ← ← ← ← Least Absent | | | | | | | | | | | |

3. The Corporate Mantras – The Mission, Philosophy and Vision.

(The stated mission, philosophy and vision and their impacts on corporate's life and long term performances.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated |
|--------|-----------|----------------|--|--|--|--|--|--|--|--|--|--|------------|
|--------|-----------|----------------|--|--|--|--|--|--|--|--|--|--|------------|

| | | | | | | | | | | | | | Score |
|-------|---|------|---|---|---|---|---|---|---|-------|---|--------|-------|
| 3 / I | 6 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

4. The 'Core Values' / 'Key Beliefs', The 'Shared Values' and Behaviors.

(Corporate's key beliefs, 'core values', 'shared values', shaped behaviours, customs, traditions, the rites and the rituals, group harmony, team building, commitments, hard work, integrity, reputation, pride etc.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 4 / I | 6 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

5. A Scientific and Technological way of Life and Thinking.

(New ideas, innovations, quick absorption / adaptation, thrust on R & D and always getting ahead – in the fiercely competitive and fast changing world.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 5 / I | 4 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

6. Communication, Openness, Trust, Freedom and Democratic Norms.

(The culture of openness, effective internal and external communications, information and knowledge sharing, trust, freedom and democratic norms.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 6 / I | 2.5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

7. Quality of Management, Professionalism, Human Development and Empowerment.

(Good management practices, professionalism, human - relations, human - development and empowerment being critical to the success. A wonderful

technology creation needs equally wonderful management and people to manage, create, market and realize its full potential.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|---------------------------------|---|---|---|---|---|---|---|---|---|---|------------------|
| 7 / I | 6 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most ← ← ← ← ← ← ← Least Absent | | | | | | | | | | | |

8. **Human Capital, Talent and Intellectual Capital.**

(The best and the brightest people, human development, human capital, talent and intellectual capital creation – being the critical factors for corporate success in the current ‘knowledge-era’.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|---------------------------------|---|---|---|---|---|---|---|---|---|---|------------------|
| 8 / I | 3 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most ← ← ← ← ← ← ← Least Absent | | | | | | | | | | | |

9. **Technology Creation, Innovations, a Constant Learning and Changing Organization and Striving for Excellence - in the fast changing technological scenario.**

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|---------------------------------|---|---|---|---|---|---|---|---|---|---|------------------|
| 9 / I | 3 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most ← ← ← ← ← ← ← Least Absent | | | | | | | | | | | |

10. **Global Vision, Global Operations and Excellence in Products, Services, Designs and Solutions, and Market Leadership.**

(To realize the full potential of technology dominated new economy on a larger scale and to attain market leadership and competitive edge.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|-------|---|--------|---|---|------------------|
| 10 / I | 5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | Least | | Absent | | | |

11. Corporate Positioning, Global Communications, Corporate Image and Brand Building.

(Corporate positioning, promotions, aggressive marketing, global communications, corporate image and brand building, and constantly 'moving up the value chain' - which are vital for global success.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 11 / I | 3.75 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

12. Quality of Work Life – People's Life, Work Environment, Compensation, Benefits, Equality, Justice, Welfare, Security and Use of Technology.

(Employees oriented work environment, equality of needs, justice, grievance handling, other welfare measures being important aspect of a good work culture, use of technology in work life.

Good pay and perks, ESOPs (employees stock option plans), advancement opportunities, performance rewards, stability and job security are good motivators to make employees give their best to the organization.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 12 / I | 3.75 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

13. Physical Environment, Ambience and Infrastructures.

(Good physical facilities, lay-outs, ambience, environment, high-tech. equipments, state of the art labs., library, canteen, recreational aids and use of technology to improve 'quality of work life' etc.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 13 / I | 2.5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

14. Customer Care, Relations, Satisfaction, Quality Products and Services, Fair Price, Value for Money and Honouring Commitments.

(Good customer care and relations, quality products, support services and fair price, providing value for their money and satisfied customers - are the golden business doctrine and ultimate mantras for long term success.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 14 / I | 5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

15. Believing in and upholding of – ‘Ethical and Moral Values’.

(Believing in and upholding ‘Ethical and Moral Values’ help organization shaping its image and personality, and gaining public confidence.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 15 / I | 2.5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

16. Nurturing the Life Blood of Business through - Profitability, Growth, Financial Performance, Market Share and Value Creation.

(The life blood of business being - profitability, growth, good turnover and continued good financial performance, and company’s / shareholders’ value creation.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 16 / I | 20 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

17. Corporate Dynamism, Timely Changes and Catching the ‘Hot Next’.

(Dynamism, ‘change agents’ – existence / necessity of a built-in mechanism for effecting cultural and social changes, and adapting to technological and political changes for a vibrant organization and sustained growth and catching the ‘Hot Next’.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 17 / I | 3.5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

18. Growth and Competitiveness through - Mergers, Acquisitions, Downsizing, Rightsizing, Restructuring and Outsourcing.

(Faster growth through mergers and acquisitions, and attaining competitive edge through downsizing, rightsizing, restructuring and outsourcing – being business policies.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 18 / I | 2.5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

19. Concerns for Society, Local Community, Environment, Ecology and National Heritage, and as a Good Corporate Citizen.

(Concerns for society, local community, environment, ecology, flora and fauna, national heritage and monuments, arts and culture, and as a good corporate citizen.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 19 / I | 2.5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

20. ‘Partners in Progress Concept’ - Concerns for Other Stakeholders - Suppliers, Service Providers, Government and others.

(‘Partners in Progress Concept’ - treating suppliers, distributors, service providers and other associates as extension of the organization and not outsiders - they are important and often plays critical role in the success of the organization.

Also, government and policymakers’ favourable attitude towards the company is vital for success.

And, as a responsible ‘Corporate Citizen’ - discharging of various obligations towards – the exchequer, government, society, nation, world - in form of

payment of due taxes, participating in social and economic developments, providing employments, earning foreign exchange, knowledge and wealth creation, and gifting wonderful technologies and services to the world at large.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|-------|---|--------|---|---|------------------|
| 20 / I | 2.5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | Least | | Absent | | | |

| | |
|---------------------------------|--|
| TOTAL SCORE (POINTS) | |
|---------------------------------|--|

Questionnaire : Part-II

Company : ☐ Infosys ☐ Wipro ☐ TCS ☐ Satyam ☐ HCL Tech. ☐ NIIT

Total Organisational Performance : (T.O.P.)

Please tick mark (/) in the relevant score box against each question which you feel to be correct / appropriate.

Visionary Company and Global Dominance

1. A Visionary Company.

(Founders' long term vision, no short-termism, aspiring for major achievements, setting huge, long term goals and formidable tasks to perform, building strong, insular and exclusionary cultures which eventually lead them to top performance and global dominance.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|---|-------|--------|------------------|
| 1 / II | 6 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | | ← | | | ← | | | Least | Absent | |

Corporate Heroes and Leadership

2. Top Management Leadership.

(Greatness of corporate heroes, leaders, top managers and their heroic and extraordinary deeds in building up the company, its culture and achieving global stature and exemplary performance.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|---|-------|--------|------------------|
| 2 / II | 5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | | ← | | | ← | | | Least | Absent | |

Corporate Image, Brand Value and Communications

3. Corporate Image, Brand Value, Global Positioning and Communications.

(Corporate Image, Personality, Charishma, Corporate Brand Value, Global Positioning and Communications.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|---------------------------------|---|---|---|---|---|---|---|---|---|---|------------------|
| 3 / II | 4 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most ← ← ← ← ← ← ← Least Absent | | | | | | | | | | | |

Management, Professionalism, Ethics and Transparency

4. Quality of Management, Systems and Processes

(Strategies, structures, systems and processes, professionalism, respect for values, ethical and moral practices, freedom and democratic norms, openness and trust, and belief in transparency.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|---------------------------------|---|---|---|---|---|---|---|---|---|---|------------------|
| 4 / II | 12 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most ← ← ← ← ← ← ← Least Absent | | | | | | | | | | | |

Physical Manifestations, Ambience and Extravaganzas

5. Physical environment, Infrastructures, Technology in Work Life, Corporate Extravaganzas and Celebrations.

(Quality of physical facilities, lay-outs, ambience, environment, corporate offices, world class development centers, **high-tech. equipments, world class labs., R&D facilities**, extensive use of technology in work life, library, canteen, gyms, recreational aids, corporate extravaganzas and celebrations.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|---|---|-------|------------------|
| 5 / II | 3.5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | | | | | ← | | Least | |

Products, Services and solutions

6. Quality of Products, Services and Solutions provided.

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated |
|--------|-----------|----------------|--|--|--|--|--|--|--|--|--|--|------------|
|--------|-----------|----------------|--|--|--|--|--|--|--|--|--|--|------------|

| | | | | | | | | | | | | | Score |
|--------|---|------|---|---|---|---|---|---|---|-------|---|--------|-------|
| 6 / II | 7 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

Technological Manifestations and Innovations

- # 7. **Technological Excellence, Technology and Knowledge Creation, Constant Innovations, Research and Development, Getting Ahead and Catching the Hot Next..**

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 7 / II | 4 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

Global Operations, Competitiveness and Global Stature

- # 8. **Extent of Global Reach, Level of Operations, Global Competitiveness, Overseas Ventures / Centers, Acquiring Multinational Corporate (MNC) Stature and Infusing Global Cultures.**

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 8 / II | 5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

Dynamism and Response to Change

- # 9. **Corporate dynamism and speed of response to change in the fast changing technological scenario as well as economic, competitive, political, policy related, social and Cultural changes.**

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|--------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 9 / II | 4.5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

Human Development, Welfare and Quality of Work Life

- # 10. **Concerns for people / employees, fair compensation, job security, advancement opportunity, quality of HR practices, human development,**

empowerment, performance rewards, employees stock option plans (ESOPs), equality, justice and grievance handling, employees - management relationships and quality of work life (QWL).

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|---------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 10 / II | 5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

Knowledge Capital and Talent Pool

- # 11. Knowledge and intellectual capital creation, talent pool, depth and width of talent and ability to attract talent and potential employees.

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|---------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 11 / II | 4 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

Customer Care and Satisfaction

- # 12. Belief in and efforts towards customer care and satisfaction.

(Customer relationship management, satisfaction, understanding customers requirements, quality products and support services, fair price, value for money, honouring commitments.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|---------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 12 / II | 7 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

Company's Growth

- # 13. Company's growth performance – organic and in-organic in the last 5 years (1999 –2004).
(Growth through – increased market share, new markets, diversifications, new investments, new ventures, mergers, acquisitions, overseas expansions etc.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated |
|--------|-----------|----------------|--|--|--|--|--|--|--|--|--|--|------------|
|--------|-----------|----------------|--|--|--|--|--|--|--|--|--|--|------------|

| | | | | | | | | | | | | | Score |
|---------|-----|------|---|---|---|---|---|---|---|-------|---|--------|-------|
| 13 / II | 4.5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

Financial Performance

- # 14. **Consistent corporate and financial performance in the last 5 years (1999 – 2004).**

(Turnover, profitability, returns on capital, profitability through downsizing, rightsizing, restructuring and outsourcing etc.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|---------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 14 / II | 10 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

Market Capitalization and Value Creation

- # 15. **Company's market capitalization and value creation in the last 5 years (1999 – 2004).**

(Market capitalization, company's value creation, performance of shares in markets, assets creation, reserves, value creation through downsizing, rightsizing, restructuring and outsourcing etc.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|---------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 15 / II | 4.5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

Investors / Shareholders

- # 16. **Returns to shareholders and shareholder value creation in the last 5 years (1999 – 2004).**

(Earning per share, dividends, consistent performance of shares in the markets, investors choice and confidence in the company and shareholders value creation.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated |
|--------|-----------|----------------|--|--|--|--|--|--|--|--|--|--|------------|
|--------|-----------|----------------|--|--|--|--|--|--|--|--|--|--|------------|

| | | | | | | | | | | | | | Score |
|---------|---|---------------------------------|---|---|---|---|---|---|---|---|---|---|-------|
| 16 / II | 3 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most ← ← ← ← ← ← ← Least Absent | | | | | | | | | | | |

Other Stakeholders – Business Associates, Service Providers, Government

- # 17. **Partners in Progress and concerns and value for other stakeholders.**
(Partners in progress concept and concerns and value for other stakeholders such as business associates, alliance partners, vendors, suppliers, service providers, distributors, government and the likes.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|---------|-----------|---------------------------------|---|---|---|---|---|---|---|---|---|---|------------------|
| 17 / II | 3 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most ← ← ← ← ← ← ← Least Absent | | | | | | | | | | | |

Social Responsiveness

- # 18. **Concerns for community, society, nation and the world at large – as a responsible corporate citizen.**

(Concerns for local community, society, health and educational programmes, assistance, duties towards nation as tax payer, foreign exchange earner, employment generation, participation in economic development, providing technology and services to world community and overall behaviour as a responsible corporate citizen.)

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|---------|-----------|---------------------------------|---|---|---|---|---|---|---|---|---|---|------------------|
| 18 / II | 2.5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most ← ← ← ← ← ← ← Least Absent | | | | | | | | | | | |

Environmental Consciousness

- # 19. **Concerns for environment, ecology, flora and fauna, national heritage, monuments, arts and culture - as a good corporate citizen.**

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|---------|-----------|---------------------------------|---|---|---|---|---|---|---|---|---|---|------------------|
| 19 / II | 2.5 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most ← ← ← ← ← ← ← Least Absent | | | | | | | | | | | |

Strategy and Ability for Unforeseen Challenges

- # 20. **Company's strategy and ability to cope up with recession, policy changes, market shifting, major technological change(s) and unforeseen challenges / circumstances – directly affecting the financial performance.**

| Q. No. | Weightage | 11 Point Scale | | | | | | | | | | | Calculated Score |
|---------|-----------|----------------|---|---|---|---|---|---|---|-------|---|--------|------------------|
| 20 / II | 3 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | |
| | | Most | | ← | | ← | | | | Least | | Absent | |

| | |
|---------------------------------|--|
| TOTAL SCORE (POINTS) | |
|---------------------------------|--|

About the Expert / Respondent

Please fill in the followings also about you :

Name : _____ (optional),

Tel. : _____ E-mail : _____

Profession / Category - To be tick marked (/)

- | | |
|---|--|
| <input type="checkbox"/> Expert / Industry Watcher | <input type="checkbox"/> Company Executive / IT Professional |
| <input type="checkbox"/> Outside IT Professional | <input type="checkbox"/> Management Consultant |
| <input type="checkbox"/> Investor / Shareholder | <input type="checkbox"/> Business Journalist / Reporter |
| <input type="checkbox"/> Customer / User / Supplier | <input type="checkbox"/> General Public |

Place : _____

Date : _____, 200__

‘WEIGHTAGE QUESTIONNAIRE’

ANNEXURE-D

'Weightage Questionnaire'

Dear Respondent,

- *I am collecting some information for my research work which aims at studying the aspects of "Corporate Culture and Total Organisational Performance of Information Technology (IT) Companies in India".*
- *The target companies for the present study and evaluation are : Infosys, Wipro, TCS (Tata Consultancy Services), Satyam Computers, HCL Technologies and NIIT.*
- *The 'weightage questionnaire' is divided into two parts : Part-I (Corporate Culture) and Part-II (Total Organisational Performance), and each part containing 20 dimensions or questions i.e. total 40 dimensions (questions).*
- *Part-I (Corporate Culture) contains total 116 items or aspects related to 'corporate culture' which have been clubbed in 20 different groups or dimensions and presented as 20 separate questions whose respective weightage are to be decided out of a total of 100 points.*
- *Likewise, Part-II (Total Organisational Performance) contains total 119 items or aspects related to 'total organizational performance' which have again been clubbed in 20 different groups or dimensions and presented as 20 separate questions whose respective weightage are to be decided out of a total of 100 points.*
- *In both parts of the questionnaire, each question (i.e. grouped aspects) is to be considered along with all other questions in that part to decide the respective weightage of each question on the basis of its relative strength and importance in relation to the remaining ones, and to allot weightage to each question judiciously and accurately out of a total of 100 points.*
- *I shall be thankful if you could kindly spend your valuable 20 minutes and assign an appropriate weightage rating on the grouped items or aspects i.e. on the individual dimension(s) or the questions by writing / filling up the blank weightage score boxes given at the extreme right at the end of each question.*
- *Further, I assure you that the information provided to me will remain strictly confidential and would be used for the research work only.*

Thanks and regards,

(S.P. VERMA)
Research Scholar

'WEIGHTAGE QUESTIONNAIRE'

Questionnaire : Part – I

Corporate Culture – (Elements / Factors)

Question's or Grouped Aspects Weightage : First, please go through all the questions or aspects groups in this part of questionnaire, consider each question on the basis of its relative strength and importance in relation to total perspective of 'corporate culture' and the remaining questions in this part. And, secondly, please allot weightage to each question judiciously and accurately out of a total of 100 points and distribute all the 100 points among them, which you feel to be correct / appropriate by writing / filling up the blank score boxes given at the end of each question at the extreme right.

1. Business Environment - (Domestic / Local and Regional / Global).

(Technological, economic, products, competition, customers, markets, knowledge workers, investors, political, government, bureaucracy, infrastructures etc.)

| | | | |
|--------------------------------|----------------|------------------------------|--|
| Grouped Aspects / Items | 12 Nos. | Group Weightage Score | |
|--------------------------------|----------------|------------------------------|--|

2. The Visionary Hero(es) / The Business Leader(s) / The Institution Builder(s).

(Their vision, stature, personality, strengths, conviction and beliefs in – shaping the values, image and culture of the organization, and striving for long term major performances.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 9 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

3. The Corporate Mantras – The Mission, Philosophy and Vision.

(The stated mission, philosophy and vision and their impacts on corporate's life and long term performances.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

4. The ' Core Values ' / 'Key Beliefs', The ' Shared Values ' and Behaviours.

(Corporate's key beliefs, 'core values', 'shared values', shaped behaviours, customs, traditions, the rites and the rituals, group harmony, team building, commitments, hard work, integrity, reputation, pride etc.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 7 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

5. A Scientific and Technological way of Life and Thinking.

(New ideas, innovations, quick absorption / adaptation, thrust on R & D and always getting ahead – in the fiercely competitive and fast changing world.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 4 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

6. Communication, Openness, Trust, Freedom and Democratic Norms.

(The culture of openness, effective internal and external communications, information and knowledge sharing, trust, freedom and democratic norms.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

7. Quality of Management, Professionalism, Human Development and Empowerment.

(Good management practices, professionalism, human – relations, human – development and empowerment being critical to the success. A wonderful technology creation needs equally wonderful management and people to manage, create, market and realize its full potential.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

8. Human Capital, Talent and Intellectual Capital.

(The best and the brightest people, human development, human capital, talent and intellectual capital creation – being the critical factors for corporate success in the current 'knowledge-era'.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

- # 9. **Technology Creation, Innovations, a Constant Learning and Changing Organisation and Striving for Excellence – in the fast changing technological – scenario.**

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

- # 10. **Global Vision, Global Operations and Excellence in Products, Services, Designs and Solutions, and Market Leadership.**

(To realize the full potential of **technology dominated new economy** on a larger scale and to attain **market leadership and competitive edge**.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 6 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

- # 11. **Corporate Positioning, Global Communications, Corporate Image and Brand Building.**

(Corporate positioning, promotions, aggressive marketing, global communications, corporate image and brand building, and constantly '**moving up the value chain**' - which are vital for global success.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

- # 12. **Quality of Work Life – People's Life, Work Environment, Compensation, Benefits, Equality, Justice, Welfare, Security and Use of Technology.**

(Employees oriented work environment, equality of needs, justice, grievance handling, other welfare measures being important aspect of a good work culture, use of technology in work life.

Good pay and perks, ESOPs (employees stock option plans), advancement opportunities, performance rewards, stability and job security are good motivators to make employees give their best to the organization.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 8 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

13. Physical Environment, Ambience and Infrastructures.

(Good physical facilities, lay-outs, ambience, environment, high-tech. Equipments, state of the art labs., library, canteen, recreational aids and use of technology to improve 'quality of work life' etc.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 6 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

14. Customer Care, Relations, Satisfaction, Quality Products and Services, Fair Price, Value for Money and Honouring Commitments.

(Good customer care and relations, quality products, support services and fair price, providing value for their money and satisfied customers – are the golden business doctrine and ultimate mantras for long term success.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

15. Believing in and upholding of – 'Ethical and Moral Values'.

(Believing in and upholding 'Ethical and Moral Values' help organization shaping its image and personality, and gaining public confidence.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 2 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

16. Nurturing the Life Blood of Business through – Profitability, Growth, Financial Performance, Market Share and Value Creation.

(The life blood of business being – profitability, growth, good turnover and continued good financial performance, and company's / shareholders' value creation.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 6 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

17. Corporate Dynamism, Timely Changes and Catching the 'Hot Next'.

(Dynamism, 'change agents' – existence / necessity of a built-in mechanism for effecting cultural and social changes, and adapting to technological and political changes for a vibrant organization and sustained growth and catching the 'Hot Next'.)

| Grouped Aspects / Items | 7 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|
|-------------------------|--------|-----------------------|--|

18. Growth and Competitiveness through – Mergers, Acquisitions, Downsizing, Rightsizing, Reengineering, Restructuring and Outsourcing.

(Faster growth through mergers and acquisitions, and attaining competitive edge through downsizing, rightsizing, reengineering, restructuring and outsourcing – being business policies.)

| Grouped Aspects / Items | 3 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|
|-------------------------|--------|-----------------------|--|

19. Concerns for Society, Local Community, Environment, Ecology and National Heritage, and as a Good Corporate Citizen.

(Concerns for society, local community, environment, ecology, flora and fauna, national heritage and monuments, arts and culture, and as a good corporate citizen.)

| Grouped Aspects / Items | 6 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|
|-------------------------|--------|-----------------------|--|

20. 'Partners in Progress Concept' – Concerns for Other Stakeholders – Suppliers, Service Providers, Government and others.

('Partners in Progress Concept' - treating suppliers, distributors, service providers and other associates as extension of the organization and not outsiders - they are important and often plays critical role in the success of the organization.

Also, government and policymakers' favourable attitude towards the company is vital for success.

And, as a responsible 'Corporate Citizen' – discharging of various obligations towards – the exchequer, government, society, nation, World - in form of payment of due taxes, participating in social and economic developments,

providing employments, earning foreign exchange, knowledge and wealth creation, and gifting wonderful technologies and services to the world at large.)

| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|
|-------------------------|--------|-----------------------|--|

Questionnaire - Part – II

Total Organisational Performance – (T.O.P.)

Question's or Grouped Aspects Weightage : First, please go through all the questions or aspects groups in this part of questionnaire, consider each question on the basis of its relative strength and importance in relation to overall perspective of 'total organizational performance' and the remaining questions in this part. And, secondly, please allot weightage to each question judiciously and accurately out of a total of 100 points and distribute all the 100 points among them, which you feel to be correct / appropriate by writing / filling up the blank score boxes given at the end of each question at the extreme right.

Visionary Company and Global Dominance

1. A Visionary Company.

(Founders' long term vision, no short-termism, aspiring for major achievements, setting huge, long term goals and formidable tasks to perform, building strong, insular and exclusionary cultures which eventually lead them to top performance and global dominance.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

Corporate Heroes and Leadership

2. Top Management Leadership.

(Greatness of corporate heroes, leaders, top managers and their heroic and extraordinary deeds in building up the company, its culture and achieving global stature and exemplary performance.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

Corporate Image, Brand Value and Communications

3. Corporate Image, Brand Value, Global Positioning and Communications.

(Corporate Image, Personality, Charishma, Corporate Brand Value, Global Positioning and Communications.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 6 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

Management, Professionalism, Ethics and Transparency

4. Quality of Management, Systems and Processes

(Strategies, structures, systems and processes, professionalism, respect for values, ethical and moral practices, freedom and democratic norms, openness and trust, and belief in transparency.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 9 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

Physical Manifestations, Ambience and Extravaganzas

5. Physical environment, Infrastructures, Technology in Work Life, Corporate Extravaganzas and Celebrations.

(Quality of physical facilities, lay-outs, ambience, environment, corporate offices, world class development centers, high-tech. equipments, world class labs., R&D facilities, extensive use of technology in work life, library, canteen, gyms, recreational aids, corporate extravaganzas and celebrations.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 8 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

Products, Services and Solutions

6. Quality of Products, Services and Solutions provided.

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 3 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

Technological Manifestations and Innovations

7. Technological Excellence, Technology and Knowledge Creation, Constant Innovations, Research and development, Getting Ahead and Catching the Hot Next..

| | | | |
|-------------------------|--------|-----------------------|--|
| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|

Global Operations, Competitiveness and Global Stature

- # 8. Extent of Global Reach, Level of Operations, Global Competitiveness, Overseas Ventures / Centers, Acquiring Multinational Corporate (MNC) Stature and Infusing Global Cultures.

| | | | |
|-------------------------|--------|-----------------------|--|
| Grouped Aspects / Items | 6 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|

Dynamism and Response to Change

- # 9. Corporate dynamism and speed of response to change in the fast changing technological scenario as well as economic, competitive, political, policy related, social and Cultural changes.

| | | | |
|-------------------------|--------|-----------------------|--|
| Grouped Aspects / Items | 6 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|

Human Development, Welfare and Quality of Work Life

- # 10. Concerns for people / employees, fair compensation, job security, advancement opportunity, quality of HR practices, human development, empowerment, performance rewards, employees stock option plans (ESOPs), equality, justice and grievance handling, employees - management relationships and quality of work life (QWL).

| | | | |
|-------------------------|---------|-----------------------|--|
| Grouped Aspects / Items | 11 Nos. | Group Weightage Score | |
|-------------------------|---------|-----------------------|--|

Knowledge Capital and Talent Pool

- # 11. Knowledge and intellectual capital creation, talent pool, depth and width of talent and ability to attract talent and potential employees.

| | | | |
|-------------------------|--------|-----------------------|--|
| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|

Customer Care and Satisfaction

12. **Belief in and efforts towards customer care and satisfaction.**

(Customer relationship management, satisfaction, understanding customers requirements, quality products and support services, fair price, value for money, honouring commitments.)

| Grouped Aspects / Items | 6 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|
|-------------------------|--------|-----------------------|--|

Company's Growth

13. **Company's growth performance – organic and in-organic in the last 5 years (1999 –2004).**

(Growth through – increased market share, new markets, diversifications, new investments, new ventures, mergers, acquisitions, overseas expansions etc.)

| Grouped Aspects / Items | 6 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|
|-------------------------|--------|-----------------------|--|

Financial Performance

14. **Consistent corporate and financial performance in the last 5 years (1999 – 2004).**

(Turnover, profitability, returns on capital, profitability through downsizing, rightsizing, reengineering, restructuring and outsourcing etc.)

| Grouped Aspects / Items | 4 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|
|-------------------------|--------|-----------------------|--|

Market Capitalization and Value Creation

15. **Company's market capitalization, performance of shares and consistence value creation in the last 5 years (1999 – 2004).**

(Market capitalization, company's value creation, performance of shares in markets, assets creation, reserves, value creation through downsizing, rightsizing, reengineering, restructuring and outsourcing etc.)

| Grouped Aspects / Items | 7 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|
|-------------------------|--------|-----------------------|--|

Investors / Shareholders

- # 16. **Returns to general shareholders and shareholders value creation in the last 5 years (1999 – 2004).**

(Earning per share, dividends, consistent performance of shares in the markets, investors' choice and confidence in the company and general shareholders value creation.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 4 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

Other Stakeholders – Business Associates, Service Providers, Government

- # 17. **Partners in progress, concerns and value for other stakeholders and as a caring corporate citizen.**

(Partners in progress concept and concerns and value for other stakeholders such as business associates, alliance partners, vendors, suppliers, service providers, distributors, government and the likes and as a caring corporate citizen.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

Social Responsiveness

- # 18. **Concerns for community, society, nation and the world at large – as a responsible corporate citizen.**

(Concerns for local community, society, health and educational programmes, assistance, duties towards nation as taxpayer, foreign exchange earner, employment generation, participation in economic development, providing technology and services to world community and overall behaviour as a responsible corporate citizen.)

| | | | |
|--------------------------------|---------------|------------------------------|--|
| Grouped Aspects / Items | 7 Nos. | Group Weightage Score | |
|--------------------------------|---------------|------------------------------|--|

Environmental Consciousness

- # 19. Concerns for environment, ecology, flora and fauna, national heritage, monuments, arts and culture - as an enlightened and good corporate citizen.

| | | | |
|-------------------------|--------|-----------------------|--|
| Grouped Aspects / Items | 5 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|

Strategy and Ability for Unforeseen Challenges

- # 20. Company's strategies and ability to cope up with recession, policy changes, market shifting, major technological change(s) and unforeseen challenges / circumstances – directly affecting the financial performance.

| | | | |
|-------------------------|--------|-----------------------|--|
| Grouped Aspects / Items | 6 Nos. | Group Weightage Score | |
|-------------------------|--------|-----------------------|--|

About the Expert / Respondent

Please fill in the followings also about you :

Name : _____ (optional),

Tel. : _____ E-mail : _____

Profession / Category - To be tick marked (/)

- | | |
|---|---|
| <input type="checkbox"/> Management Expert | <input type="checkbox"/> University / Management Professor |
| <input type="checkbox"/> Senior Company Executive | <input type="checkbox"/> IT Professional |
| <input type="checkbox"/> Expert / Industry Watcher | <input type="checkbox"/> Outside Professional / HR Consultant |
| <input type="checkbox"/> Business Journalist / Reporter | <input type="checkbox"/> General Public |

Place : _____

Date : _____, 200__

**'COMPANY'S PERFORMANCE
CLASSIFICATION
QUESTIONNAIRE'**

ANNEXURE-E

'Company's Performance Classification Questionnaire'

Dear Respondent,

- *I am collecting some information for my research work which aims at studying the aspects of "Corporate Culture and Total Organisational Performance of Information Technology (IT) Companies in India".*
- *The selected companies for the present study and evaluation are : Infosys, Wipro, TCS (Tata Consultancy Services), Satyam Computers, HCL Technologies and NIIT.*
- *I need to develop a suitable classification model to classify these companies in different categories on the basis of their overall performance, and finally to rank them.*
- *I seek your cooperation in designing the 'companies' performance classification' norms with the help of a 'questionnaire'.*
- *The 'questionnaire' contains various categories of companies – from excellent performing companies to weak ones, acceptable performance levels and unacceptable ones; and each class or category contains two to three options indicating range of companies' overall performance level in percentage; and a small box against each for tick mark in the appropriate ones.*
- *I shall be thankful if you could kindly spend your valuable 10 minutes and select one performance range for each category which you think to be most appropriate by putting a tick mark (/).*
- *Further, I assure you that the information provided to me will remain strictly confidential and would be used for the research work only.*

Thanks and regards,

(S.P. VERMA)
Research Scholar

“QUESTIONNAIRE”

Companies’ Performance Levels Classifications :

Please select the most appropriate range of companies’ performance levels, one for each category, by putting a tick mark (/) in the box given against each option; and also indicate which all are acceptable or unacceptable by choosing either of the two (acceptable / unacceptable) in each case.

| <u>Category</u> | <u>Performance Range</u> | <u>Acceptable / Unacceptable</u> | <u>Tick Mark (/)</u> |
|------------------------|---------------------------------|---|-------------------------------|
|------------------------|---------------------------------|---|-------------------------------|

A. Excellent

- | | | | |
|---|-------------|-----------------------------|--------------------------|
| • | 75 to 100 % | (Acceptable / Unacceptable) | <input type="checkbox"/> |
| • | 80 to 100 % | (Acceptable / Unacceptable) | <input type="checkbox"/> |
| • | 85 to 100 % | (Acceptable / Unacceptable) | <input type="checkbox"/> |

B. Very Strong

- | | | | |
|---|------------|-----------------------------|--------------------------|
| • | 65 to 75 % | (Acceptable / Unacceptable) | <input type="checkbox"/> |
| • | 70 to 80 % | (Acceptable / Unacceptable) | <input type="checkbox"/> |
| • | 75 to 85 % | (Acceptable / Unacceptable) | <input type="checkbox"/> |

C. Strong

- | | | | |
|---|------------|-----------------------------|--------------------------|
| • | 55 to 65 % | (Acceptable / Unacceptable) | <input type="checkbox"/> |
| • | 60 to 70 % | (Acceptable / Unacceptable) | <input type="checkbox"/> |
| • | 60 to 75 % | (Acceptable / Unacceptable) | <input type="checkbox"/> |

D. Positive

- | | | | |
|---|------------|-----------------------------|--------------------------|
| • | 45 to 55 % | (Acceptable / Unacceptable) | <input type="checkbox"/> |
| • | 45 to 60 % | (Acceptable / Unacceptable) | <input type="checkbox"/> |
| • | 50 to 60 % | (Acceptable / Unacceptable) | <input type="checkbox"/> |

E. Average

- 40 to 45 % (Acceptable / Unacceptable) ☐
- 45 to 50 % (Acceptable / Unacceptable) ☐

F. Weak

- 30 to 45 % (Acceptable / Unacceptable) ☐
- Below 45 % (Acceptable / Unacceptable) ☐

About the Expert / Respondent

Please fill in the followings also about you :

Name : _____ (optional),

Tel. : _____ E-mail : _____

Profession / Category - To be tick marked (/)

- | | |
|---|--|
| <input type="checkbox"/> Expert / Industry Watcher | <input type="checkbox"/> Company Executive / IT Professional |
| <input type="checkbox"/> Outside IT Professional | <input type="checkbox"/> Management Consultant |
| <input type="checkbox"/> Investor / Shareholder | <input type="checkbox"/> Business Journalist / Reporter |
| <input type="checkbox"/> Customer / User / Supplier | <input type="checkbox"/> General Public |

Place : _____

Date : _____ , 200__

TABLES

AND

DATA

QUESTIONNAIRES'

**FINAL SCORES
AND
DATA COLLECTED**

QUESTIONNAIRES' FINAL SCORES / DATA COLLECTED

ANNEXURE-G.1

TABLE-I

FINAL SCORES OF MAIN QUESTIONNAIRE – PART-I
(REF. ANNEXURE-C)

Corporate Culture : C.U.C. Block's Scores

| Question Nos. (Part – I) | <u>INFOSYS</u> | <u>WIPRO</u> | <u>TCS</u> | <u>SATYAM COMPUT ER</u> | <u>HCL TECHNO LOGIES</u> | NIIT |
|-------------------------------------|-----------------------|---------------------|-------------------|--|---|--------------|
| | | | | | | |
| # 1 / I | 5.70 | 5.74 | 5.28 | 4.24 | 3.80 | 3.86 |
| # 2 / I | 9.57 | 9.50 | 8.50 | 6.30 | 6.53 | 6.40 |
| # 3 / I | 5.80 | 5.72 | 4.86 | 3.74 | 3.72 | 3.66 |
| # 4 / I | 5.70 | 5.65 | 4.92 | 3.80 | 3.73 | 3.70 |
| # 5 / I | 3.77 | 3.76 | 3.21 | 2.52 | 2.88 | 2.53 |
| # 6 / I | 2.39 | 2.28 | 2.03 | 1.61 | 1.60 | 2.05 |
| # 7 / I | 5.78 | 5.73 | 5.02 | 4.36 | 4.22 | 4.34 |
| # 8 / I | 2.91 | 2.90 | 2.43 | 2.00 | 2.03 | 2.08 |
| # 9 / I | 2.90 | 2.91 | 2.46 | 2.01 | 2.23 | 1.86 |
| # 10 / I | 4.90 | 4.73 | 4.35 | 3.45 | 3.72 | 3.05 |
| # 11 / I | 3.70 | 3.66 | 3.21 | 2.57 | 2.35 | 2.29 |
| # 12 / I | 3.66 | 3.51 | 2.85 | 2.35 | 2.30 | 2.59 |
| # 13 / I | 2.45 | 2.39 | 1.77 | 1.60 | 1.49 | 1.39 |
| # 14 / I | 4.88 | 4.76 | 4.32 | 3.37 | 2.93 | 2.80 |
| # 15 / I | 2.48 | 2.48 | 2.12 | 1.55 | 1.43 | 1.58 |
| # 16 / I | 19.67 | 19.80 | 16.13 | 14.27 | 11.20 | 10.67 |
| # 17 / I | 3.38 | 3.32 | 2.88 | 2.50 | 1.82 | 1.99 |
| # 18 / I | 2.42 | 2.43 | 2.09 | 1.61 | 1.58 | 1.45 |
| # 19 / I | 2.42 | 2.39 | 1.90 | 1.57 | 1.47 | 1.57 |
| # 20 / I | 2.42 | 2.40 | 1.94 | 1.54 | 1.52 | 1.60 |
| | | | | | | |
| TOTAL SCORE POINTS | 96.90 | 96.06 | 82.27 | 66.96 | 62.81 | 61.46 |

TABLE-II**FINAL SCORES OF QUESTIONNAIRE – PART-II**
(REF. ANNEXURE-C)***Corporate Performance Scores : All Segments (Block-I To Block-VI)***

| Question Nos. (Part -II) | <u>INFOSYS</u> | <u>WIPRO</u> | <u>TCS</u> | <u>SATYAM COMPUT ER</u> | <u>HCL TECHNO LOGIES</u> | NIIT |
|-------------------------------------|-----------------------|---------------------|-------------------|--|---|--------------|
| # 1 / II | 5.84 | 5.82 | 5.08 | 4.08 | 3.68 | 3.56 |
| # 2 / II | 4.88 | 4.87 | 4.37 | 3.53 | 3.40 | 3.10 |
| # 3 / II | 3.95 | 3.91 | 3.40 | 2.72 | 2.63 | 2.57 |
| # 4 / II | 11.68 | 11.80 | 9.88 | 8.24 | 7.68 | 7.36 |
| # 5 / II | 3.45 | 3.34 | 2.60 | 2.15 | 2.03 | 2.04 |
| # 6 / II | 6.74 | 6.84 | 6.11 | 4.97 | 4.50 | 4.13 |
| # 7 / II | 3.84 | 3.87 | 3.35 | 2.72 | 2.92 | 2.45 |
| # 8 / II | 4.87 | 4.78 | 4.23 | 3.43 | 3.07 | 2.90 |
| # 9 / II | 4.35 | 4.29 | 3.45 | 2.97 | 2.77 | 2.64 |
| # 10 / II | 4.83 | 4.82 | 4.17 | 3.22 | 3.00 | 3.28 |
| # 11 / II | 3.87 | 3.89 | 3.33 | 2.73 | 2.80 | 2.49 |
| # 12 / II | 6.79 | 6.70 | 5.74 | 4.74 | 4.48 | 4.20 |
| # 13 / II | 4.32 | 4.30 | 3.70 | 2.89 | 2.73 | 2.62 |
| # 14 / II | 9.83 | 9.57 | 8.00 | 6.23 | 5.97 | 5.67 |
| # 15 / II | 4.38 | 4.44 | 3.49 | 3.16 | 2.73 | 2.56 |
| # 16 / II | 2.91 | 2.86 | 2.24 | 2.07 | 1.89 | 1.46 |
| # 17 / II | 2.88 | 2.87 | 2.29 | 1.99 | 1.83 | 1.82 |
| # 18 / II | 2.42 | 2.41 | 1.88 | 1.73 | 1.50 | 1.73 |
| # 19 / II | 2.39 | 2.39 | 1.82 | 1.58 | 1.42 | 1.70 |
| # 20 / II | 2.92 | 2.86 | 2.34 | 1.93 | 1.88 | 1.86 |
| TOTAL SCORE POINTS | 97.14 | 96.63 | 81.47 | 67.08 | 62.91 | 60.14 |

ANNEXURE-H**TABLE-III**

FINAL SCORES OF WEIGHTAGE RATING QUESTIONNAIRE
(TO ALLOT WEIGHTAGE TO QUESTIONS : REF. ANNEXURE-D)

WEIGHTAGE QUESTIONNAIRE – PART-I AND PART-II

| CORPORATE UMBRELLA CULTURE - (C.U.C.) | | | TOTAL ORGANISATIONAL PERFORMANCE - (T.O.P.) | | |
|--|---|---|--|---|---|
| QUESTIONNAIRE : PART-I | | | QUESTIONNAIRE : PART-II | | |
| Question Nos. (Part – I) | Nos. of Items Considered | Question's Final Weightage | Question Nos. (Part -II) | Nos. of Items Considered | Question's Final Weightage |
| # 1 / I | 12 | 6 | # 1 / II | 5 | 6 |
| # 2 / I | 9 | 10 | # 2 / II | 5 | 5 |
| # 3 / I | 5 | 6 | # 3 / II | 6 | 4 |
| # 4 / I | 7 | 6 | # 4 / II | 9 | 12 |
| # 5 / I | 4 | 4 | # 5 / II | 8 | 3.50 |
| # 6 / I | 5 | 2.50 | # 6 / II | 3 | 7 |
| # 7 / I | 5 | 6 | # 7 / II | 5 | 4 |
| # 8 / I | 5 | 3 | # 8 / II | 6 | 5 |
| # 9 / I | 5 | 3 | # 9 / II | 6 | 4.50 |
| # 10 / I | 6 | 5 | # 10 / II | 11 | 5 |
| # 11 / I | 5 | 3.75 | # 11 / II | 5 | 4 |
| # 12 / I | 8 | 3.75 | # 12 / II | 6 | 7 |
| # 13 / I | 6 | 2.50 | # 13 / II | 6 | 4.50 |
| # 14 / I | 5 | 5 | # 14 / II | 4 | 10 |
| # 15 / I | 2 | 2.50 | # 15 / II | 7 | 4.50 |
| # 16 / I | 6 | 20 | # 16 / II | 4 | 3 |
| # 17 / I | 7 | 3.50 | # 17 / II | 5 | 3 |
| # 18 / I | 3 | 2.50 | # 18 / II | 7 | 2.50 |
| # 19 / I | 6 | 2.50 | # 19 / II | 5 | 2.50 |
| # 20 / I | 5 | 2.50 | # 20 / II | 6 | 3 |
| | | | | | |
| TOTAL SCORE POINTS | 116 Items | 100 Points | TOTAL SCORE POINTS | 119 Items | 100 Points |

ANNEXURE-I

TABLE-IV

FINAL SCORES OF COMPANY'S PERFORMANCE RATING AND CLASSIFICATION QUESTIONNAIRE : (REF. ANNEXURE-E)

COMPANY'S PERFORMANCE CLASSIFICATION

| COMPANY'S PERFORMANCE LEVEL (RANGE) | PERFORMANCE RATING / CLASSIFICATION | ACCEPTABLE / UNACCEPTABLE |
|--|--|--------------------------------------|
| 85 to 100 % | Excellent | Acceptable |
| 75 to 85 % | Very Strong | Acceptable |
| 60 to 75 % | Strong | Acceptable |
| 50 to 60 % | Positive | Acceptable |
| 45 to 50 % | Average | Unacceptable |
| Below 45 % | Weak | Unacceptable |

MAIN QUESTIONNAIRE'S RESPONSE DETAILS

MAIN QUESTIONNAIRE'S RESPONSE DETAILS

ANNEXURE-J.1

TABLES-V (# 1 TO # 20)

'QUESTIONNAIRE RESPONSE : PART-I'

(REF. ANNEXURE-C)

Corporate Culture - (Elements / Factors)

1. Business Environment - (Domestic / Local and Regional / Global).

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (6 Points) |
|-----------------------|--|----|----|----|----|---|---|---|---|---|---|----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 20 | 5 | 5 | | | | | | | | | 5.70 |
| Wipro | 21 | 5 | 4 | | | | | | | | | 5.74 |
| TCS | 6 | 12 | 12 | | | | | | | | | 5.28 |
| Satyam C. | | | 8 | 16 | 6 | | | | | | | 4.24 |
| HCL Tech. | | | 2 | 6 | 22 | | | | | | | 3.80 |
| NIIT | | | 3 | 7 | 20 | | | | | | | 3.86 |

2. The Visionary Hero(es) / The Business Leader(s) / The Institution Builder(s).

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (10 Pts.) |
|-----------------------|--|---|----|----|----|---|---|---|---|---|---|----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 20 | 7 | 3 | | | | | | | | | 9.57 |
| Wipro | 19 | 7 | 4 | | | | | | | | | 9.50 |
| TCS | 5 | 5 | 20 | | | | | | | | | 8.50 |
| Satyam C. | | | 2 | 5 | 23 | | | | | | | 6.30 |
| HCL Tech. | | | 3 | 10 | 17 | | | | | | | 6.53 |
| NIIT | | | 1 | 10 | 19 | | | | | | | 6.40 |

3. The Corporate Mantras – The Mission, Philosophy and Vision.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (6 Points) |
|----------------|---|---|----|---|----|---|---|---|---|---|---|----------------------|
| Companies ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 23 | 4 | 3 | | | | | | | | | 5.8 |
| Wipro | 21 | 4 | 5 | | | | | | | | | 5.72 |
| TCS | | 7 | 19 | 4 | | | | | | | | 4.86 |
| Satyam C. | | | | 8 | 21 | 1 | | | | | | 3.74 |
| HCL Tech. | | | 2 | 2 | 26 | | | | | | | 3.72 |
| NIIT | | | | 5 | 23 | 2 | | | | | | 3.66 |

4. The 'Core Values' / 'Key Beliefs', The 'Shared Values' and Behaviours .

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (6 Points) |
|----------------|---|---|----|---|----|---|---|---|---|---|---|-----------------------|
| Companies ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 21 | 3 | 6 | | | | | | | | | 5.7 |
| Wipro | 20 | 3 | 7 | | | | | | | | | 5.65 |
| TCS | 4 | 2 | 20 | 4 | | | | | | | | 4.92 |
| Satyam C. | | | 2 | 6 | 22 | | | | | | | 3.80 |
| HCL Tech. | | | 3 | 5 | 18 | 4 | | | | | | 3.73 |
| NIIT | | | 3 | 4 | 18 | 5 | | | | | | 3.70 |

5. A Scientific and Technological way of Life and Thinking.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (4 Points) |
|----------------|---|---|----|----|----|---|---|---|---|---|---|-----------------------|
| Companies ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 19 | 5 | 6 | | | | | | | | | 3.77 |
| Wipro | 20 | 2 | 8 | | | | | | | | | 3.76 |
| TCS | | 6 | 19 | 5 | | | | | | | | 3.21 |
| Satyam C. | | | 2 | 5 | 23 | | | | | | | 2.52 |
| HCL Tech. | | | 11 | 14 | 5 | | | | | | | 2.88 |
| NIIT | | | 3 | 6 | 19 | 2 | | | | | | 2.53 |

6. Communication, Openness, Trust, Freedom and Democratic Norms.

| Scale | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage |
|-------|----|---|---|---|---|---|---|---|---|---|---|-----------|
|-------|----|---|---|---|---|---|---|---|---|---|---|-----------|

| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
|-----------------------|--|---|----|----|----|---|--|--|--|--|--|----------------------|
| Infosys | 22 | 6 | 2 | | | | | | | | | 2.90 |
| Wipro | 23 | 5 | 2 | | | | | | | | | 2.91 |
| TCS | | 8 | 20 | 2 | | | | | | | | 2.46 |
| Satyam C. | | | 5 | 11 | 14 | | | | | | | 2.01 |
| HCL Tech. | | 5 | 5 | 18 | 2 | | | | | | | 2.23 |
| NIIT | | | | 10 | 16 | 4 | | | | | | 1.86 |

10. Global Vision, Global Operations and Excellence in Products, Services, Designs and Solutions, and Market Leadership.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (5 Points) |
|-----------------------|--|---|----|----|----|---|---|---|---|---|---|-----------------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 26 | 2 | 2 | | | | | | | | | 4.90 |
| Wipro | 20 | 4 | 6 | | | | | | | | | 4.73 |
| TCS | 6 | 9 | 15 | | | | | | | | | 4.35 |
| Satyam C. | | | 8 | 11 | 11 | | | | | | | 3.45 |
| HCL Tech. | | 2 | 12 | 13 | 3 | | | | | | | 3.72 |
| NIIT | | | | 6 | 21 | 3 | | | | | | 3.05 |

11. Corporate Positioning, Global Communications, Corporate Image and Brand Building.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (3.75 Pts.) |
|-----------------------|--|---|----|----|----|---|---|---|---|---|---|------------------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 27 | 2 | 1 | | | | | | | | | 3.70 |
| Wipro | 25 | 3 | 2 | | | | | | | | | 3.66 |
| TCS | 5 | 7 | 18 | | | | | | | | | 3.21 |
| Satyam C. | | | 6 | 14 | 10 | | | | | | | 2.57 |
| HCL Tech. | | | 2 | 6 | 20 | 2 | | | | | | 2.35 |
| NIIT | | | | 8 | 17 | 5 | | | | | | 2.29 |

12. Quality of Work Life – People's Life, Work Environment, Compensation, Benefits, Equality, Justice, Welfare, Security and Use of Technology.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (3.75 Pts.) |
|---------------------|----|---|---|---|---|---|---|---|---|---|---|------------------------------|
|---------------------|----|---|---|---|---|---|---|---|---|---|---|------------------------------|

| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | Score Points. |
|-----------------------|--|---|----|----|----|---|--|--|--|--|----------------------|
| Infosys | 25 | 3 | 2 | | | | | | | | 3.66 |
| Wipro | 18 | 5 | 7 | | | | | | | | 3.51 |
| TCS | | 4 | 10 | 16 | | | | | | | 2.85 |
| Satyam C. | | | | 10 | 18 | 2 | | | | | 2.35 |
| HCL Tech. | | | | 9 | 16 | 5 | | | | | 2.30 |
| NIIT | | | 5 | 17 | 8 | | | | | | 2.59 |

13. **Physical Environment, Ambience and Infrastructures.**

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (2.5 pts.) |
|-----------------------|---|---|---|----|----|---|---|---|---|---|---|----------------------|
| <i>Companies</i> ↓ | <u>Number of Times Chosen by the 30 Respondents - Each Company</u> | | | | | | | | | | | Score Points. |
| Infosys | 26 | 2 | 2 | | | | | | | | | 2.45 |
| Wipro | 21 | 5 | 4 | | | | | | | | | 2.39 |
| TCS | | | 8 | 16 | 6 | | | | | | | 1.77 |
| Satyam C. | | | 2 | 8 | 20 | | | | | | | 1.60 |
| HCL Tech. | | | | 6 | 17 | 7 | | | | | | 1.49 |
| NIIT | | | | 6 | 15 | 9 | | | | | | 1.39 |

14. **Customer Care, Relations, Satisfaction, Quality Products and Services, Fair Price, Value for Money and Honouring Commitments.**

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (5 Points) |
|-----------------------|--|---|----|---|----|----|---|---|---|---|---|-----------------------|
| <i>Companies</i> ↓ | <u>Number of Times Chosen by the 30 Respondents - Each Company</u> | | | | | | | | | | | Score Points. |
| Infosys | 25 | 3 | 2 | | | | | | | | | 4.88 |
| Wipro | 21 | 4 | 5 | | | | | | | | | 4.76 |
| TCS | 5 | 9 | 16 | | | | | | | | | 4.32 |
| Satyam C. | | | 8 | 6 | 16 | | | | | | | 3.37 |
| HCL Tech. | | | | 4 | 18 | 8 | | | | | | 2.93 |
| NIIT | | | | 3 | 12 | 15 | | | | | | 2.80 |

15. **Believing in and upholding of – ‘Ethical and Moral Values’.**

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (2.5 Pts.) |
|----------------|---|---|---|---|---|---|---|---|---|---|---|-----------------------|
| Companies ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 28 | 2 | | | | | | | | | | 2.48 |
| Wipro | 28 | 2 | | | | | | | | | | 2.48 |

| | | | | | | | | | | | | |
|-----------|---|---|----|---|----|----|--|--|--|--|--|------|
| TCS | 5 | 4 | 21 | | | | | | | | | 2.12 |
| Satyam C. | | | 2 | 2 | 26 | | | | | | | 1.55 |
| HCL Tech. | | | | 3 | 16 | 11 | | | | | | 1.43 |
| NIIT | | | 2 | 6 | 22 | | | | | | | 1.58 |

16. Nurturing the Life Blood of Business through - Profitability, Growth, Financial Performance, Market Share and Value Creation.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (20 Pts.) |
|-----------------------|--|---|----|----|----|----|---|---|---|---|---|----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 25 | 5 | | | | | | | | | | 19.67 |
| Wipro | 27 | 3 | | | | | | | | | | 19.80 |
| TCS | | 8 | 16 | 6 | | | | | | | | 16.13 |
| Satyam C. | | | 9 | 16 | 5 | | | | | | | 14.27 |
| HCL Tech. | | | | 2 | 14 | 14 | | | | | | 11.20 |
| NIIT | | | | 2 | 6 | 22 | | | | | | 10.67 |

17. Corporate Dynamism, Timely Changes and Catching the 'Hot Next'.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (3.5 Pts.) |
|-----------------------|--|---|----|----|----|----|---|---|---|---|---|----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 23 | 4 | 3 | | | | | | | | | 3.38 |
| Wipro | 21 | 3 | 6 | | | | | | | | | 3.32 |
| TCS | 3 | 5 | 18 | 4 | | | | | | | | 2.88 |
| Satyam C. | | | 10 | 14 | 6 | | | | | | | 2.50 |
| HCL Tech. | | | | 6 | 16 | 8 | | | | | | 2.08 |
| NIIT | | | | 8 | 5 | 17 | | | | | | 1.99 |

18. Growth and Competitiveness through - Mergers, Acquisitions, Downsizing, Rightsizing, Restructuring and Outsourcing.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (2.5 Pts.) |
|-----------------------|--|---|----|---|----|---|---|---|---|---|---|-----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 22 | 6 | 2 | | | | | | | | | 2.42 |
| Wipro | 24 | 4 | 2 | | | | | | | | | 2.43 |
| TCS | 4 | 6 | 17 | 3 | | | | | | | | 2.09 |
| Satyam C. | | | 4 | 5 | 21 | | | | | | | 1.61 |

| | | | | | | | | | | | | |
|-----------|--|--|---|---|----|----|--|--|--|--|--|------|
| HCL Tech. | | | 2 | 6 | 22 | | | | | | | 1.58 |
| NIIT | | | | 4 | 16 | 10 | | | | | | 1.45 |

19. Concerns for Society, Local Community, Environment, Ecology and National Heritage, and as a Good Corporate Citizen.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (2.5 Pts.) |
|-----------------------|--|---|----|---|----|---|---|---|---|---|---|-----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 23 | 5 | 2 | | | | | | | | | 2.42 |
| Wipro | 22 | 3 | 5 | | | | | | | | | 2.39 |
| TCS | | | 20 | 8 | 2 | | | | | | | 1.90 |
| Satyam C. | | | 1 | 7 | 22 | | | | | | | 1.57 |
| HCL Tech. | | | | 5 | 16 | 9 | | | | | | 1.47 |
| NIIT | | | 2 | 5 | 23 | | | | | | | 1.57 |

20. 'Partners in Progress Concept' - Concerns for Other Stakeholders - Suppliers, Service Providers, Government and others.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (2.5 Pts.) |
|-----------------------|--|---|----|---|----|---|---|---|---|---|---|-----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 23 | 4 | 3 | | | | | | | | | 2.42 |
| Wipro | 21 | 5 | 4 | | | | | | | | | 2.40 |
| TCS | | 5 | 16 | 6 | 3 | | | | | | | 1.94 |
| Satyam C. | | | | 9 | 17 | 4 | | | | | | 1.54 |
| HCL Tech. | | | | 8 | 16 | 6 | | | | | | 1.52 |
| NIIT | | | 4 | 4 | 22 | | | | | | | 1.60 |

ANNEXURE-J.2

TABLES-VI (# 1 TO # 20)

'QUESTIONNAIRE RESPONSE : PART-II' (REF. ANNEXURE-C)

Total Organisational Performance : (T.O.P.)

1. A Visionary Company.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (6 Points) |
|----------------|---|---|----|---|----|---|---|---|---|---|---|-----------------------|
| Companies ↓ | <u>Number of Times Chosen by the 30 Respondents - Each Company</u> | | | | | | | | | | | Score Points. |
| Infosys | 24 | 4 | 2 | | | | | | | | | 5.84 |
| Wipro | 24 | 3 | 3 | | | | | | | | | 5.82 |
| TCS | 5 | 6 | 17 | 2 | | | | | | | | 5.08 |
| Satyam C. | | | 3 | 6 | 18 | 3 | | | | | | 4.08 |
| HCL Tech. | | | 2 | 4 | 20 | 4 | | | | | | 3.68 |
| NIIT | | | | 6 | 16 | 8 | | | | | | 3.56 |

2. Top Management Leadership.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (5 Points) |
|----------------|---|---|----|----|----|---|---|---|---|---|---|-----------------------|
| Companies ↓ | <u>Number of Times Chosen by the 30 Respondents - Each Company</u> | | | | | | | | | | | Score Points. |
| Infosys | 25 | 3 | 2 | | | | | | | | | 4.88 |
| Wipro | 25 | 2 | 3 | | | | | | | | | 4.87 |
| TCS | 7 | 8 | 15 | | | | | | | | | 4.37 |
| Satyam C. | | 2 | 4 | 18 | 6 | | | | | | | 3.53 |
| HCL Tech. | | | 4 | 16 | 10 | | | | | | | 3.40 |
| NIIT | | | 3 | 4 | 19 | 4 | | | | | | 3.10 |

3. Corporate Image, Brand Value, Global Positioning and Communications.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (4 Points) |
|--------------|----|---|---|---|---|---|---|---|---|---|---|-----------------------|
|--------------|----|---|---|---|---|---|---|---|---|---|---|-----------------------|

| <i>Companies</i> ↓ | <u>Number of Times Chosen by the 30 Respondents - Each Company</u> | | | | | | | | | | Score Points. |
|-----------------------|--|---|----|----|----|---|--|--|--|--|---------------|
| Infosys | 26 | 4 | | | | | | | | | 3.95 |
| Wipro | 25 | 3 | 2 | | | | | | | | 3.91 |
| TCS | 6 | 5 | 17 | 2 | | | | | | | 3.40 |
| Satyam C. | | | 4 | 16 | 10 | | | | | | 2.72 |
| HCL Tech. | | | 5 | 9 | 14 | 2 | | | | | 2.63 |
| NIIT | | | 3 | 9 | 16 | 2 | | | | | 2.57 |

4. Quality of Management, Systems and Processes.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (12 Pts.) |
|-----------------------|---|---|----|----|----|---|---|---|---|---|---|----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 24 | 4 | 2 | | | | | | | | | 11.68 |
| Wipro | 26 | 3 | 1 | | | | | | | | | 11.80 |
| TCS | 4 | 5 | 15 | 6 | | | | | | | | 9.88 |
| Satyam C. | | | 8 | 10 | 12 | | | | | | | 8.24 |
| HCL Tech. | | | 4 | 8 | 14 | 4 | | | | | | 7.68 |
| NIIT | | | 4 | 3 | 16 | 7 | | | | | | 7.36 |

5. Physical environment, Infrastructures, Technology in Work Life, Corporate Extravaganzas and Celebrations.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (3.5 Pts.) |
|-----------------------|---|---|----|----|----|----|---|---|---|---|---|-----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 26 | 4 | | | | | | | | | | 3.45 |
| Wipro | 21 | 4 | 5 | | | | | | | | | 3.34 |
| TCS | | 3 | 11 | 12 | 4 | | | | | | | 2.60 |
| Satyam C. | | | 2 | 8 | 12 | 8 | | | | | | 2.15 |
| HCL Tech. | | | | 6 | 12 | 12 | | | | | | 2.03 |
| NIIT | | | | 5 | 15 | 10 | | | | | | 2.04 |

6. Quality of Products, Services and Solutions provided.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (7 Points) |
|-----------------------|--|---|---|---|---|---|---|---|---|---|---|-----------------------|
| <i>Companies</i> ↓ | <u>Number of Times Chosen by the 30 Respondents - Each Company</u> | | | | | | | | | | | Score Points. |
| Infosys | 21 | 7 | 2 | | | | | | | | | 6.74 |

| | | | | | | | | | | | | |
|-----------|----|----|----|----|----|---|--|--|--|--|--|------|
| Wipro | 25 | 3 | 2 | | | | | | | | | 6.84 |
| TCS | 6 | 11 | 11 | 2 | | | | | | | | 6.11 |
| Satyam C. | | 2 | 6 | 15 | 7 | | | | | | | 4.97 |
| HCL Tech. | | | 4 | 12 | 14 | | | | | | | 4.50 |
| NIIT | | | | 3 | 18 | 9 | | | | | | 4.13 |

7. Technological Manifestations and Innovations.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (4 Points) |
|-----------------------|--|---|----|----|----|---|---|---|---|---|---|-----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 20 | 8 | 2 | | | | | | | | | 3.84 |
| Wipro | 22 | 6 | 2 | | | | | | | | | 3.87 |
| TCS | 4 | 5 | 19 | 2 | | | | | | | | 3.35 |
| Satyam C. | | | 4 | 16 | 10 | | | | | | | 2.72 |
| HCL Tech. | | 4 | 4 | 19 | 3 | | | | | | | 2.92 |
| NIIT | | | | 8 | 18 | 4 | | | | | | 2.45 |

8 Global Operations, Competitiveness and Global Stature.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (5 Points) |
|-----------------------|--|---|----|----|----|----|---|---|---|---|---|-----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 23 | 6 | 1 | | | | | | | | | 4.87 |
| Wipro | 21 | 5 | 4 | | | | | | | | | 4.78 |
| TCS | 6 | 5 | 16 | 3 | | | | | | | | 4.23 |
| Satyam C. | | | 6 | 14 | 10 | | | | | | | 3.43 |
| HCL Tech. | | | 2 | 5 | 18 | 5 | | | | | | 3.07 |
| NIIT | | | | 5 | 14 | 11 | | | | | | 2.90 |

9. Dynamism and Response to Change.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (4.5 Pts.) |
|-----------------------|--|---|----|----|---|---|---|---|---|---|---|-----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 22 | 6 | 2 | | | | | | | | | 4.35 |
| Wipro | 20 | 6 | 4 | | | | | | | | | 4.29 |
| TCS | | 6 | 10 | 12 | 2 | | | | | | | 3.45 |

| | | | | | | | | | | | | |
|-----------|--|--|---|---|----|----|--|--|--|--|--|------|
| Satyam C. | | | 7 | 6 | 15 | 2 | | | | | | 2.97 |
| HCL Tech. | | | 2 | 7 | 15 | 6 | | | | | | 2.77 |
| NIIT | | | | 6 | 14 | 10 | | | | | | 2.64 |

10. Human Development, Welfare and Quality of Work Life.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (5 Points) |
|-----------------------|--|---|----|----|----|---|---|---|---|---|---|-----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 23 | 4 | 3 | | | | | | | | | 4.83 |
| Wipro | 23 | 3 | 4 | | | | | | | | | 4.82 |
| TCS | 3 | 9 | 13 | 5 | | | | | | | | 4.17 |
| Satyam C. | | | 4 | 8 | 15 | 3 | | | | | | 3.22 |
| HCL Tech. | | | 2 | 3 | 18 | 7 | | | | | | 3.00 |
| NIIT | | | 4 | 11 | 13 | 2 | | | | | | 3.28 |

11. Knowledge Capital and Talent Pool.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (4 Points) |
|-----------------------|--|---|----|----|----|---|---|---|---|---|---|----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 22 | 6 | 2 | | | | | | | | | 3.87 |
| Wipro | 24 | 4 | 2 | | | | | | | | | 3.89 |
| TCS | 2 | 9 | 16 | 3 | | | | | | | | 3.33 |
| Satyam C. | | | 4 | 17 | 9 | | | | | | | 2.73 |
| HCL Tech. | | | 8 | 14 | 8 | | | | | | | 2.80 |
| NIIT | | | 2 | 8 | 15 | 5 | | | | | | 2.49 |

12. Customer Care and Satisfaction.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (7 Points) |
|-----------------------|--|---|----|----|----|---|---|---|---|---|---|-----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 24 | 3 | 3 | | | | | | | | | 6.79 |
| Wipro | 21 | 5 | 4 | | | | | | | | | 6.70 |
| TCS | 4 | 4 | 16 | 6 | | | | | | | | 5.74 |
| Satyam C. | | | 7 | 9 | 14 | | | | | | | 4.74 |
| HCL Tech. | | | 2 | 11 | 14 | 3 | | | | | | 4.48 |
| NIIT | | | | 6 | 18 | 6 | | | | | | 4.20 |

13. Company's growth performance – organic and in-organic in the last 5 years (1999 –2004).

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (4.5 Pts.) |
|----------------|--|---|----|---|----|----|---|---|---|---|---|-----------------------|
| Companies ↓ | <u>Number of Times Chosen by the 30 Respondents - Each Company</u> | | | | | | | | | | | Score Points. |
| Infosys | 21 | 6 | 3 | | | | | | | | | 4.32 |
| Wipro | 22 | 3 | 5 | | | | | | | | | 4.30 |
| TCS | 2 | 8 | 15 | 5 | | | | | | | | 3.70 |
| Satyam C. | | | 4 | 9 | 13 | 4 | | | | | | 2.89 |
| HCL Tech. | | | 2 | 6 | 14 | 8 | | | | | | 2.73 |
| NIIT | | | | 6 | 13 | 11 | | | | | | 2.62 |

14. Consistent corporate and financial performance in the last 5 years (1999 – 2004).

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (10 Pts.) |
|----------------|--|---|----|---|----|----|---|---|---|---|---|----------------------|
| Companies ↓ | <u>Number of Times Chosen by the 30 Respondents - Each Company</u> | | | | | | | | | | | Score Points. |
| Infosys | 25 | 5 | | | | | | | | | | 9.83 |
| Wipro | 21 | 5 | 4 | | | | | | | | | 9.57 |
| TCS | 2 | 3 | 18 | 7 | | | | | | | | 8.00 |
| Satyam C. | | | 2 | 7 | 17 | 4 | | | | | | 6.23 |
| HCL Tech. | | | | 5 | 19 | 6 | | | | | | 5.97 |
| NIIT | | | | 4 | 12 | 14 | | | | | | 5.67 |

15. Company's market capitalization and value creation in the last 5 years (1999 – 2004).

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (4.5 Pts.) |
|----------------|--|---|----|----|----|----|---|---|---|---|---|-----------------------|
| Companies ↓ | <u>Number of Times Chosen by the 30 Respondents - Each Company</u> | | | | | | | | | | | Score Points. |
| Infosys | 24 | 4 | 2 | | | | | | | | | 4.38 |
| Wipro | 26 | 4 | | | | | | | | | | 4.44 |
| TCS | | 4 | 17 | 7 | 2 | | | | | | | 3.49 |
| Satyam C. | | | 10 | 11 | 9 | | | | | | | 3.16 |
| HCL Tech. | | | 2 | 5 | 16 | 7 | | | | | | 2.73 |
| NIIT | | | | 6 | 9 | 15 | | | | | | 2.56 |

16. Returns to shareholders and shareholder value creation in the last 5 years (1999 – 2004).

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (3 Points) |
|----------------|--|---|----|----|----|----|---|---|---|---|---|-----------------------|
| Companies ↓ | <u>Number of Times Chosen by the 30 Respondents - Each Company</u> | | | | | | | | | | | Score Points. |
| Infosys | 24 | 3 | 3 | | | | | | | | | 2.91 |
| Wipro | 20 | 6 | 4 | | | | | | | | | 2.86 |
| TCS | | | 17 | 10 | 3 | | | | | | | 2.24 |
| Satyam C. | | | 9 | 9 | 12 | | | | | | | 2.07 |
| HCL Tech. | | | 5 | 5 | 14 | 6 | | | | | | 1.89 |
| NIIT | | | | 4 | 16 | 10 | | | | | | 1.46 |

17. Partners in Progress and concerns and value for other stakeholders.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (3 Points) |
|----------------|--|---|----|----|----|----|---|---|---|---|---|-----------------------|
| Companies ↓ | <u>Number of Times Chosen by the 30 Respondents - Each Company</u> | | | | | | | | | | | Score Points. |
| Infosys | 22 | 4 | 4 | | | | | | | | | 2.88 |
| Wipro | 20 | 7 | 3 | | | | | | | | | 2.87 |
| TCS | | 5 | 12 | 10 | 3 | | | | | | | 2.29 |
| Satyam C. | | | 7 | 7 | 14 | 2 | | | | | | 1.99 |
| HCL Tech. | | | 3 | 3 | 18 | 6 | | | | | | 1.83 |
| NIIT | | | 4 | 4 | 12 | 10 | | | | | | 1.82 |

18. Concerns for community, society, nation and the world at large – as a responsible corporate citizen.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (2.5 Pts.) |
|----------------|--|---|----|----|----|---|---|---|---|---|---|-----------------------|
| Companies ↓ | <u>Number of Times Chosen by the 30 Respondents - Each Company</u> | | | | | | | | | | | Score Points. |
| Infosys | 23 | 4 | 3 | | | | | | | | | 2.42 |
| Wipro | 22 | 5 | 3 | | | | | | | | | 2.41 |
| TCS | | 5 | 10 | 13 | 2 | | | | | | | 1.88 |
| Satyam C. | | | 8 | 12 | 10 | | | | | | | 1.73 |
| HCL Tech. | | | 2 | 2 | 20 | 6 | | | | | | 1.50 |
| NIIT | | | 6 | 16 | 8 | | | | | | | 1.73 |

- # 19. Concerns for environment, ecology, flora and fauna, national heritage, monuments, arts and culture - as a good corporate citizen.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (2.5 Pts.) |
|-----------------------|--|---|---|----|----|----|---|---|---|---|---|-----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 22 | 3 | 5 | | | | | | | | | 2.39 |
| Wipro | 21 | 5 | 4 | | | | | | | | | 2.39 |
| TCS | | 2 | 8 | 16 | 4 | | | | | | | 1.82 |
| Satyam C. | | | 3 | 8 | 15 | 4 | | | | | | 1.58 |
| HCL Tech. | | | | 4 | 12 | 14 | | | | | | 1.42 |
| NIIT | | | 5 | 14 | 11 | | | | | | | 1.70 |

- # 20. Strategy and Ability for Unforeseen Challenges.

| Scale Points | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 | Weightage (3 Points) |
|-----------------------|--|---|----|----|----|---|---|---|---|---|---|-----------------------|
| <i>Companies</i> ↓ | Number of Times Chosen by the 30 Respondents - Each Company | | | | | | | | | | | Score Points. |
| Infosys | 24 | 4 | 2 | | | | | | | | | 2.92 |
| Wipro | 21 | 4 | 5 | | | | | | | | | 2.86 |
| TCS | | 5 | 14 | 11 | | | | | | | | 2.34 |
| Satyam C. | | | 6 | 5 | 15 | 4 | | | | | | 1.93 |
| HCL Tech. | | | 4 | 4 | 18 | 4 | | | | | | 1.88 |
| NIIT | | | 2 | 7 | 16 | 5 | | | | | | 1.86 |

**WEIGHTAGE
QUESTIONNAIRE'S
RESPONSE DETAILS**

WEIGHTAGE QUESTIONNAIRE'S RESPONSE DETAILS

ANNEXURE-K.1

TABLE-VII

FINAL SCORES OF WEIGHTAGE QUESTIONNAIRE – PART-I **(REF. ANNEXURE-D)**

CORPORATE CULTURE : C.U.C. BLOCK'S SCORES

| Question Nos. (Part – I) | <i>f</i> = (2) | <i>f</i> = (1) | <i>f</i> = (4) | <i>f</i> = (16) | <i>f</i> = (4) | <i>f</i> = (1) | <i>f</i> = (2) | Total Res- ponses (<i>f</i>)= 30 ----- Mean Value |
|-----------------------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|--|
| # 1 / I | 5.50 | 5.60 | 5.80 | 6 | 6.20 | 6.40 | 6.50 | 6 |
| # 2 / I | 10.50 | 10.40 | 10.20 | 10 | 9.80 | 9.60 | 9.50 | 10 |
| # 3 / I | 5.50 | 5.60 | 5.80 | 6 | 6.20 | 6.40 | 6.50 | 6 |
| # 4 / I | 6.50 | 6.40 | 6.20 | 6 | 5.80 | 5.60 | 5.50 | 6 |
| # 5 / I | 3.50 | 3.60 | 3.80 | 4 | 4.20 | 4.40 | 4.50 | 4 |
| # 6 / I | 3 | 2.90 | 2.70 | 2.50 | 2.30 | 2.10 | 2 | 2.50 |
| # 7 / I | 5.50 | 5.60 | 5.80 | 6 | 6.20 | 6.40 | 6.50 | 6 |
| # 8 / I | 3.50 | 3.40 | 3.20 | 3 | 2.80 | 2.60 | 2.50 | 3 |
| # 9 / I | 2.50 | 2.60 | 2.80 | 3 | 3.20 | 3.40 | 3.50 | 3 |
| # 10 / I | 5.50 | 5.40 | 5.20 | 5 | 4.80 | 4.60 | 4.50 | 5 |
| # 11 / I | 3.25 | 3.35 | 3.55 | 3.75 | 3.95 | 4.15 | 4.25 | 3.75 |
| # 12 / I | 4.25 | 4.15 | 3.95 | 3.75 | 3.55 | 3.35 | 3.25 | 3.75 |
| # 13 / I | 2 | 2.10 | 2.30 | 2.50 | 2.70 | 2.90 | 3 | 2.50 |
| # 14 / I | 5.50 | 5.40 | 5.20 | 5 | 4.80 | 4.60 | 4.50 | 5 |
| # 15 / I | 2 | 2.10 | 2.30 | 2.50 | 2.70 | 2.90 | 3 | 2.50 |
| # 16 / I | 20.50 | 20.40 | 20.20 | 20 | 19.80 | 19.6 | 19.50 | 20 |
| # 17 / I | 3 | 3.10 | 3.30 | 3.50 | 3.70 | 3.90 | 4 | 3.50 |
| # 18 / I | 3 | 2.90 | 2.70 | 2.50 | 2.30 | 2.10 | 2 | 2.50 |
| # 19 / I | 2 | 2.10 | 2.30 | 2.50 | 2.70 | 2.90 | 3 | 2.50 |
| # 20 / I | 3 | 2.90 | 2.70 | 2.50 | 2.30 | 2.10 | 2 | 2.50 |

Note : '*f*' represents the frequency or number of times a particular value or item is chosen by the respondents.

ANNEXURE-K.2**TABLE-VIII****FINAL SCORES OF WEIGHTAGE QUESTIONNAIRE : PART-II**
(REF. ANNEXURE-D)***TOTAL ORGANISATIONAL PERFORMANCE : T.O.P. BLOCK'S SCORES***

| Question Nos. (Part -II) | <i>f</i> = (1) | <i>f</i> = (2) | <i>f</i> = (5) | <i>f</i> = (14) | <i>f</i> = (5) | <i>f</i> = (2) | <i>f</i> = (1) | Total Responses (<i>f</i>)= 30 ----- Mean Value |
|-------------------------------------|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|-----------------------|--|
| # 1 / II | 5.40 | 5.50 | 5.70 | 6 | 6.30 | 6.50 | 6.60 | 6 |
| # 2 / II | 5.60 | 5.50 | 5.30 | 5 | 4.70 | 4.5 | 4.40 | 5 |
| # 3 / II | 3.40 | 3.50 | 3.70 | 4 | 4.30 | 4.50 | 4.60 | 4 |
| # 4 / II | 12.60 | 12.50 | 12.30 | 12 | 11.70 | 11.50 | 11.40 | 12 |
| # 5 / II | 2.90 | 3 | 3.20 | 3.50 | 3.80 | 4 | 4.10 | 3.50 |
| # 6 / II | 7.60 | 7.50 | 7.30 | 7 | 6.70 | 6.50 | 6.40 | 7 |
| # 7 / II | 3.40 | 3.50 | 3.70 | 4 | 4.30 | 4.50 | 4.60 | 4 |
| # 8 / II | 5.60 | 5.50 | 5.30 | 5 | 4.70 | 4.50 | 4.40 | 5 |
| # 9 / II | 3.90 | 4 | 4.20 | 4.50 | 4.80 | 5 | 5.10 | 4.50 |
| # 10 / II | 5.60 | 5.50 | 5.30 | 5 | 4.70 | 4.50 | 4.40 | 5 |
| # 11 / II | 3.40 | 3.50 | 3.70 | 4 | 4.30 | 4.50 | 4.60 | 4 |
| # 12 / II | 7.60 | 7.50 | 7.30 | 7 | 6.70 | 6.50 | 6.40 | 7 |
| # 13 / II | 3.90 | 4 | 4.20 | 4.50 | 4.80 | 5 | 5.10 | 4.50 |
| # 14 / II | 10.60 | 10.50 | 10.30 | 10 | 9.70 | 9.50 | 9.40 | 10 |
| # 15 / II | 3.90 | 4 | 4.20 | 4.50 | 4.80 | 5 | 5.10 | 4.50 |
| # 16 / II | 3.60 | 3.50 | 3.30 | 3 | 2.70 | 2.50 | 2.40 | 3 |
| # 17 / II | 2.40 | 2.50 | 2.70 | 3 | 3.30 | 3.50 | 3.60 | 3 |
| # 18 / II | 3.10 | 3 | 2.80 | 2.50 | 2.20 | 2 | 1.90 | 2.50 |
| # 19 / II | 1.90 | 2 | 2.20 | 2.50 | 2.80 | 3 | 3.10 | 2.50 |
| # 20 / II | 3.60 | 3.50 | 3.30 | 3 | 2.70 | 2.50 | 2.40 | 3 |

Note : ‘*f*’ represents the frequency or number of times a particular value or item is chosen by the respondents.

RESEARCH MODEL'S

DATA CONTENTS

AND

PROCESSING

‘RESEARCH MODEL’S CONTENTS’

ANNEXURE–L

TABLE-IX

‘RESEARCH MODEL’S CONTENTS TABLE **(REF. ANNEXURE-B)**

The Contents of the Study Blocks of the Research Model

| Block No. | Heading / Description | Code / Legend | Max. Points / Performance Indicators |
|---|---|----------------------|---|
| <i>Corporate Culture :</i> | | | |
| C.U.C. Block | ‘Corporate Umbrella Culture’ | C.U.C. | 100 |
| <i>Corporate Performance</i> | | | |
| Corporate Segmental Performance | | C.S.P. | 100 |
| Block-Wise Segmental Performance - (Break Up of Above) | | | |
| C.S.P. -I | Corporate Intangibles’ Performance | C.I.P. | 15 |
| C.S.P. -II | Management and Systems Performance | M.S.P. | 20 |
| C.S.P. -III | Products, Services, Knowledge and Quality Performance (P.S.K.Q.P .) | P.S.Q. | 20 |
| C.S.P. -IV | Financial, Growth and Value Creation Performance | F.G.V.P. | 25 |
| C.S.P. -V | Social and Environmental Performance | S.E.P. | 5 |
| C.S.P. -VI | Employees, Customers and Other Stakeholders Performance | E.C.O.S.P. | 15 |
| <i>Corporate Overall Performance</i> | | | |
| T.O.P. Block | Total Organizational Performance (T.O.P.) or, Corporate Overall Performance (C.O.P.) | T.O.P. | 100 |

DATA PROCESSING AS PER 'RESEARCH MODEL'

ANNEXURE-M.1

TABLE-X

CORPORATE UMBRELLA CULTURE – (C.U.C.)

Corporate Culture – Elements and Factors (C.C.E.F.) : C.U.C. Scores

(Max. Score Points – 100)

| COMPANY | INFOSYS | WIPRO | TCS | SATYAM COMPUTER | HCL TECHNOLOGIES | NIIT |
|-----------------------------------|--------------|--------------|--------------|--------------------|---------------------|--------------|
| | | | | | | |
| FINAL SCORE POINTS | 96.90 | 96.06 | 82.27 | 66.96 | 62.81 | 61.46 |

ANNEXURE-M.2**TABLE-XI****CORPORATES' SEGMENTAL PERFORMANCE – (C.S.P.)**

Block Wise Segmental Performance : (C.S.P.-I to C.S.P.-VI)

(Max. Score Points – 100 : The Sum Total of Six Blocks)

| Blocks and Question Nos. (Part -II) | INFOSYS | WIPRO | TCS | SATYAM COMPUTER | HCL TECHNO- LOGIES | NIIT |
|--|----------------|--------------|--------------|----------------------------|-----------------------------------|--------------|
| | | | | | | |
| C.S.P.-I (Q.Nos.1,2,3) | 14.67 | 14.60 | 12.85 | 10.33 | 9.71 | 9.23 |
| C.S.P.-II (Q. Nos. 4,5,9) | 19.48 | 19.43 | 15.93 | 13.36 | 12.48 | 12.04 |
| C.S.P.-III (Q. Nos. 6,7,8,11) | 19.32 | 19.38 | 17.02 | 13.85 | 13.29 | 11.97 |
| C.S.P.-IV (Q. Nos. 13,14,15,16,20) | 24.36 | 24.03 | 19.77 | 16.28 | 15.20 | 14.17 |
| C.S.P.-V (Q. Nos. 18,19) | 4.81 | 4.80 | 3.70 | 3.31 | 2.92 | 3.43 |
| C.S.P.-VI (Q. Nos. 10,12,17) | 14.50 | 14.39 | 12.20 | 9.95 | 9.31 | 9.30 |
| TOTAL SCORES : (SIX BLOCKS) | 97.14 | 96.63 | 81.47 | 67.08 | 62.91 | 60.14 |

TABLE – XII**TOTAL ORGANISATIONAL PERFORMANCE – (T.O.P.) or, (C.O.P.)**

*T.O.P. Block : Sum Total of All Segmental Performance Blocks -
(C.S.P.-I to C.S.P.-VI) : (Max. Score Points – 100)*

| COMPANIES | INFOSYS | WIPRO | TCS | SATYAM COMPUTER | HCL TECHNO LOGIES | NIIT |
|--|--------------|--------------|--------------|--------------------|-------------------------|--------------|
| | | | | | | |
| Total Organisational Performance (T.O.P.) | 97.14 | 96.63 | 81.47 | 67.08 | 62.91 | 60.14 |

**DATA PROCESSING
AND
DATA INTERPRETATION
AS PER
'RESEARCH MODEL'**

DATA PROCESSING AND DATA INTERPRETATION AS PER
'RESEARCH MODEL'

ANNEXURE-N.1

TABLE-XIII

COMPARING C.U.C. AND T.O.P. VALUES / INDEX

C.U.C. AND T.O.P VALUES / INDEX

| COMPANY | C.U.C. VALUES / INDEX | T.O.P. VALUES / INDEX |
|-------------------------|--------------------------|--------------------------|
| | | |
| INFOSYS | 96.90 | 97.14 |
| WIPRO | 96.06 | 96.63 |
| TCS | 82.27 | 81.47 |
| SATYAM COMPUTER | 66.96 | 67.08 |
| HCL TECHNOLOGIES | 62.81 | 62.91 |
| NIIT | 61.46 | 60.14 |

TABLE-XIV

FORMULATION OF : C.C.T.O.P. INDEX

'CORPORATE CULTURE' AND 'TOTAL ORGANIZATIONAL PERFORMANCE VALUE RATING'

(C.C.T.O.P. INDEX)

(C.U.C.) / (T.O.P.) → (A Ratio to Give) → (C.C.T.O.P. INDEX)

| | | | |
|--|---|---|--|
| C.U.C. VALUES / INDEX (Corporate Culture's Strengths, or, Corporate Umbrella Culture) | T.O.P., or, C.O.P. VALUES / INDEX (Total Organisational Performance, or, Corporate Overall Performance) | CORRELATION: C.C.T.O.P. = C.U.C. / T.O.P. <u>(A RATIO)</u> | <u>C.C.T.O.P. INDEX</u> = C.U.C. VALUE : T.O.P. VALUE <u>(A RATIO BETWEEN THE TWO VALUES)</u> |
| Let, C.U.C. VALUE = 'XXX' | T.O.P. VALUE = 'YYY' | A RATIO OF : C.U.C. / T.O.P. = $Z^{CUC} : Z^{TOP}$ | <u>C.C.T.O.P. INDEX</u> = (CUC) : (TOP) (A RATIO) |
| <u>Hence, The Result :</u> | | | |
| C.C.T.O.P. INDEX = $Z^{CUC} : Z^{TOP}$ (A RATIO) | | | |

TABLE-XV

**ESTABLISHING CORRELATIONS BETWEEN – C.U.C. AND T.O.P.
TO OBTAIN THE C.C.T.O.P. INDEX AS ABOVE (TABLE–XIV)**

C.C.T.O.P. INDEX = $Z^{CUC} : Z^{TOP}$ (A RATIO)

| COMPANY | C.U.C. VALUE | T.O.P. VALUE | <u>C.C.T.O.P. INDEX</u> = $Z^{CUC} : Z^{TOP}$ (A RATIO) | PERFORMANCE CLASS / CATEGORY |
|---------------------|-----------------|-----------------|---|------------------------------------|
| | | | | |
| INFOSYS | 96.90 | 97.14 | 96.90 / 97.14 | EXCELLENT |
| WIPRO | 96.06 | 96.63 | 96.06 / 96.63 | EXCELLENT |
| TCS | 82.27 | 81.47 | 82.27 / 81.47 | VERY STRONG |
| SATYAM COMPUTERS | 66.96 | 67.08 | 66.96 / 67.08 | STRONG |
| HCL TECH. | 62.81. | 62.91 | 62.81 / 62.91 | STRONG |
| NIIT | 61.46 | 60.14 | 61.46 / 60.14 | STRONG |

TABLE-XVI

RANKING OF THE COMPANIES BY CORPORATE'S CULTURAL STRENGTHS - (C.U.C.)

CORPORATE'S CULTURAL STRENGTHS - (C.U.C.)

| RANK | COMPANY | C.U.C. VALUES | PERFORMANCE CLASS / CATEGORY |
|-------------|------------------------|----------------------|-------------------------------------|
| | | | |
| 1 | INFOSYS | 96.90 | EXCELLENT |
| 2 | WIPRO | 96.06 | EXCELLENT |
| 3 | TCS | 82.27 | VERY STRONG |
| 4 | SATYAM COMPUTER | 66.96 | STRONG |
| 5 | HCL TECH. | 62.81. | STRONG |
| 6 | NIIT | 61.46 | STRONG |

TABLE-XVII**RANKING OF THE COMPANIES BY TOTAL ORGANIZATIONAL
PERFORMANCE - (T.O.P.)*****TOTAL ORGANIZATIONAL PERFORMANCE - (T.O.P.)***

| RANK | COMPANY | T.O.P. VALUES | PERFORMANCE CLASS / CATEGORY |
|-------------|-----------------------------|----------------------|---|
| | | | |
| 1 | INFOSYS | 97.14 | EXCELLENT |
| 2 | WIPRO | 96.63 | EXCELLENT |
| 3 | TCS | 81.47 | VERY STRONG |
| 4 | SATYAM COMPUTERS | 67.08 | STRONG |
| 5 | HCL TECH. | 62.91 | STRONG |
| 6 | NIIT | 60.14 | STRONG |

TABLE-XVIII

**CORRELATION BETWEEN 'C.U.C.' AND 'T.O.P.', AND RANKING BY THE
'TWIN RATIO' – Z^{CUC} : Z^{TOP} - (C.C.T.O.P.)**

THE CORRELATIONS, AND RANKING BY THE 'TWIN RATIO' – Z^{CUC} : Z^{TOP}

| RANK | COMPANY | <u>C.C.T.O.P. INDEX</u> = Z^{CUC} : Z^{TOP} (A RATIO) | DIFFERENCE = T.O.P. – C.U.C. | CLASS CATEGORY (<i>'TWIN RATIO'</i> - C.C.T.O.P. INDEX) |
|-------------|----------------------------|--|---|--|
| | | | | |
| 1 | INFOSYS | 96.90 / 97.14 | 0.24 (Positive) | EXCELLENT |
| 2 | WIPRO | 96.06 / 96.63 | 0.57 (Positive) | EXCELLENT |
| 3 | TCS | 82.27 / 81.47 | 0.80 (Negative) | VERY STRONG |
| 4 | SATYAM COMPUTER | 66.96 / 67.08 | 0.12 (Positive) | STRONG |
| 5 | HCL TECH. | 62.81 / 62.91 | 0.10 (Positive) | STRONG |
| 6 | NIIT | 61.46 / 60.14 | 1.32 (Negative) | STRONG |

TABLE-XIX**ANALYSIS OF CORRELATIONS BETWEEN CORPORATE CULTURES
AND THEIR TOTAL ORGANISATIONAL PERFORMANCE*****RESULTS OF CULTURE'S STRENGTHS OVER ORGANISATIONAL PERFORMANCE***

| RANK | COMPANY | C.C.T.O.P. INDEX = $Z^{CUC} : Z^{TOP}$ (A RATIO) | DIFFERENCE T.O.P. – C.U.C. = | RESULTS : (T.O.P. – C.U.C.) / (C.U.C.) (%) |
|-------------|----------------------------|--|---|---|
| 1 | INFOSYS | 96.90 / 97.14 | 0.24 (Positive) | 0.25 % (Higher) |
| 2 | WIPRO | 96.06 / 96.63 | 0.57 (Positive) | 0.59 % (Higher) |
| 3 | TCS | 82.27 / 81.47 | 0.80 (Negative) | 0.97 % (Lower) |
| 4 | SATYAM COMPUTER | 66.96 / 67.08 | 0.12 (Positive) | 0.18 % (Higher) |
| 5 | HCL TECH. | 62.81 / 62.91 | 0.10 (Positive) | 0.16 % (Higher) |
| 6 | NIIT | 61.46 / 60.14 | 1.32 (Negative) | 2.15 % (Lower) |

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